



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

INDEPENDENT PROJECT

LCLM 6005

*Impact of workplace diversity and related inclusive
practices on employee retention and talent management:
a case study of Arriva Bus company*

Model Leader: Dr. Md Kalam

Supervisor: Dr. Rameses Manalang

Student Name: Dumitru Baciuc

Student ID: 2225520

Table of Contents

Chapter 1: Introduction	3
1.1 Significant of the research	4
1.2 Aim of research	4
1.3 Research Objectives	4
1.4 Research Questions	4
Chapter 2: Critical Literature Review	5
2.1 Introduction	5
2.2 Diversity and Inclusion at a workplace	5
2.3 Different forms of diversity and inclusion at a workplace	6
2.4 Challenges faced in a diverse workplace	7
2.5 The impact of Diversity and Inclusion on organizational performance	8
2.6 Impact of Diversity on employee retention and talent management issues	9
2.7 Diversity and Inclusion in transport industry UK.....	10
2.8 Theoretical Framework	11
2.9 Literature gaps.....	12
2.10 Conclusions	12
Chapter 3: Research Methodology and Design	13
Chapter 4: Findings and discussions	15
4.1 Overviews of Themes and Coding	15
4.2 Thematic Analysis	15
Chapter 5: Conclusions and recommendations	17
5.1 Conclusion	17
5.2 Recommendations	18
5.3 Limitations and Future Research	19
Element 2: Reflection.....	19
Element 3: Poser.....	20
References.....	26

Chapter 1: Introduction

A key strategic tenet for businesses looking to promote justice and equity in the workplace is workforce diversity. Efficient and successful operations are enhanced by the equal opportunity principle. Globalization and immigration have led to a surge in diversity, exposing local employees to a wider range of cultures and origins. Diversity includes contrasts and similarities in physical abilities, gender, age, color, culture, and handicap. Because modern organizations face intense competition in the market, organizational effectiveness is essential to their survival and profitability (Isuru, 2025).

This study examines how Arriva Bus Company's talent management and employee retention are affected by workplace diversity and associated inclusive practices. Arriva UK Bus is a well-known bus operator in the United Kingdom with its headquarters located in Sunderland, England. Arriva, a firm that offers transportation services across Europe, owns this division. Arriva UK Bus operates 793 buses throughout the Northeast, Northwest, Southeast, Yorkshire & the Humber, West Midlands, East Midlands, Greater London, and Wales (Arrivabus, 2025). It employs sixteen thousand people. The objective of the consideration is to comprehend how D&I initiatives relate to issues with ability management and staff maintenance. The objective of the ponder is to recognize patterns, connections, and uncommon situations that give understanding into how D&I programs influence ability management and representative maintenance in different settings.

A competitive advantage can be picked up by utilizing differences in viewpoints, foundations, and encounters to cultivate greater inventiveness, innovation, and problem-solving aptitudes. The objective of incorporation is to form a culture inside the company where individuals from different foundations feel appreciated and free to share their extraordinary abilities and perspectives. Organizational execution and representative engagement are known to be significantly affected by the collaboration between differing qualities and consideration.

One important aspect of organizational execution that's affected by D&I exercises is worker maintenance and ability administration. The thing about extreme is to offer a comprehensive understanding of how businesses can move forward their staff maintenance strategies over a run of businesses by utilizing the control of diversity and consideration (Nwosu et al., 2025). The outcome of this thought may help Arriva Transport, and the transportation division create and execute D&I approaches that advance inclusive working environments and strengthen long-term worker loyalty.

1.1. Significance of the research

The impact of diversity and inclusion on organizational performance at Arriva Bus firm will be further explored in this study. The results of this study will enable the Arriva Bus firm to identify, adopt, and modify the advantages that result from improved employee retention and talent management brought about by diversity and inclusion. Because there isn't much literature that explicitly emphasizes the connection between improved organizational performance and financial success when businesses are inclusive and hiring diverse personnel, this study will help future research.

1.2. Aim of the Research

The aim of the research is to analyze the impact of workplace diversity and related inclusive practices on employee retention and talent management of Arriva Bus company.

1.3 Research Objectives

- To identify the diversity and inclusion practices of Arriva
- To analyze the role of diversity to achieve commitment and satisfaction
- To evaluate how workplace diversity influence employee retention
- To examine the relationship between diversity and inclusion practices and talent management strategies

1.4. Research Questions

- To what extent do diversity and inclusion (D&I) strategies influence staff retention and talent development within Arriva Bus Company?
- How effective are Arriva Bus Company's inclusive practices in addressing talent management and employee turnover challenges?
- What is the relationship between workplace diversity, inclusivity, and employee loyalty in the public transport sector?
- How do employees at Arriva perceive the impact of diversity and inclusion efforts on their career progression and retention?

Chapter 2: Critical Literature Review

2.1 Introduction

The study looks at how diversity and inclusion affect talent management and employee retention, specifically in the Arriva Bus company. A critical literature evaluation that covers definitions and goals, identifies current diversity and inclusion initiatives, examines their impact on performance, and offers suggestions for enhancement is part of it. The study attempts to close gaps in the body of knowledge on these subjects.

2.2 Diversity and inclusion in the workplace

The term "diversity and inclusion" refers to the makeup of a company's workforce as well as the practices and guidelines implemented to remove obstacles and ensure that every employee has equal access to opportunities and support. Diversity and inclusion are a process rather than a final goal, but the goal is to ensure justice and equality for all employees, regardless of characteristics like gender, nationality, race, sexual orientation, or age (Gordon and Mountford-Zimdars, 2018). A company can make better and more equitable hiring decisions and foster a more positive work environment where employees feel acknowledged and supported by implementing a well-thought-out diversity and inclusion strategy.

A company's larger goal to pursue justice and equality in all areas of business should naturally be reflected in diversity and inclusion. This extends beyond the workplace and includes the way the business interacts with clients, selects which clients to collaborate with, and develops goods and services (Anaya and Maxey-Harris, 2017). However, pursuing a diverse and inclusive workplace has immediate and direct benefits for every firm, going beyond just being the greater good. We will examine some of the benefits of hiring a diverse workforce and working toward inclusiveness in this post.

A work environment that's inclusive and shifted gives a greater difference of perspectives, concepts, and solutions, which progresses decision-making and client understanding. Businesses can increase their long-term arrangements and reach a larger client base by enlisting and keeping a different workforce (Covington, Le and Ngo, 2025). Since a bigger application pool comes in more qualified initiates and makes it simpler to hold the finest candidates, a well-structured differences and inclusion arrangement also ensures getting more qualified personnel.

2.3 Different forms of diversity and inclusion at a workplace

Diversity can take many different shapes in places of employment, including medical institutions. These include differences in age and generation, sexual orientation, gender, colour and ethnicity, religion, and experience and cognitive diversity. The following will be explained in more detail:

- **Race and ethnic diversity:** A person's life expectancy and interactions with the criminal justice system can be impacted by societal preconceptions related to race, which is related to their biological background. On the other hand, ethnicity has a stronger connection to cultural identity (Randel, 2023). In the workplace, people from different racial and ethnic backgrounds bring a range of viewpoints that foster innovation and creativity. Businesses with racial and cultural diversity may reap more financial rewards and spur innovation by bringing in a variety of ideas. Additionally, this diversity gives businesses a competitive advantage in the global marketplace by allowing them to interact and comprehend a wider spectrum of customers.
- **Gender diversity:** The fair representation of people of different sexes in an organization is known as sex contrasts inside the work environment. It goes past basically accomplishing the culminate male-to-female extent and incorporates basic components like setting up a secure working environment for all pros, checking women, transgender, and non-binary people (Ozturk, Rumens and Tatli, 2024). Organizations must implement robust anti-bullying and anti-harassment policies to protect vulnerable groups and strive for equity in senior management roles. Managers got to enable laborers from shifted sex establishments to realize their full potential rather than fair enlisting them. By getting a handle on a expand of viewpoints, progressing sex contrasts not because it was scattered preconceptions but in addition moves forward participation, broadens the capacity pool, and invigorates creativity.
- **Age and generation diversity:** Generations, including child boomers, Gen X, Y, Z, and millennials, are regularly utilized to gather people by age, and each has one-of-a-kind characteristics. Time Z laborers, born after 1995, have the one-of-a-kind encounter of never having known a world without these innovations, in differentiating to laborers from past decades, counting the 1960s, who did not have got to convenient phones or the web. Different viewpoints are cultivated by this age crevice, which advances creative problem-solving and innovation within the work environment. Switch

mentoring and other intergenerational mentorship programs move forward progression and lower turnover (Standley and Javorka, 2025). Businesses that get contrasts between eras can connect more successfully.

2.4 Challenges faced in a diverse workplace

In addition to the many benefits of encouraging diversity and inclusion in the workplace, there are some disadvantages as well. These are five common justifications for why businesses are hesitant to embrace a diverse workplace.

- **Communications barriers:** It is undeniable that a varied and inclusive workforce can encourage more new ideas and approaches to problem-solving. But at the same time, disagreements resulting from different points of view also get more heated. For any multinational corporation, communication limitations are an issue. The differences in American, British, and Australian English accents and colloquialisms can lead to misunderstandings even between speakers of the same language, like English. More significantly, a language may have several meanings that are only completely understood by native speakers (Ahmad, 2025). Additionally, some gestures may be considered insulting even if we are not aware of it. There will be more disputes than in a normal workplace because it takes longer for the staff to understand and cooperate. Working in incredibly varied organizations requires strong interpersonal skills and cultural understanding, which cannot be taught in a classroom.
- **Stereotypes and prejudice:** It is impossible to avoid stereotypes that target groups of individuals. Workers may use these biases as an excuse to avoid collaborating rather than trying to communicate and understand one another (Ozturk, Rumens and Tatli, 2024). Much more concerning are the hostilities people have against different races, cultures, and religions. This leads to fragmented teams and isolation, which can quickly become issues when employees are sharing information.
- **Less trust:** Comparing individuals of minority groups to those in prevailing groups can make them feel as though they are being treated unfairly. Individuals with similar backgrounds may moreover accept that the management treats them superiorly. Thus, when these bunches experienced challenges, they seldom raised their voices. For occurrence, workers in lesser positions or those who are modern contracts from diverse Asian nations can be perplexed to voice their conclusions (D'souza and Tapas, 2024). A sane manager with great leadership, passionate insights, and communication abilities

is needed in this situation to supervise a different group, ensure that each part feels included, and adjust the team's choices with the objectives of the trade.

- **Visa requirements and cost of accommodation:** Businesses must oversee the difficult and costly handle of making a worldwide workforce while attempting to form a different and inclusive workforce. This involves making policies for business practices and working visa contracts that follow regional labor and movement directions. In certain situations, organizations may cover the fetch of people's relocation. However, this sponsorship includes a certain sum of regulatory work and a budget for travel and accommodation costs.
- **Productivity:** Worker morale and efficiency may endure since cross-cultural conflicts. Even though diverse groups may be the key to long-term victory for businesses, uncertain clashes coming about from these contrasts can have long-lasting destructive repercussions on representative joy, the company's brand, picture, and more. To promote a tranquil and inviting working environment, this debate must be effectively tended to and resolved (Nguyen et al., 2023).

2.5 The impact of diversity and inclusion on organisational performance

Differences inside the working environment is not reasonable matter of taking after the law or fulfilling social commitments. Being different is more than fair checking boxes. Moreover, the objective isn't to meet quantities. The company's notoriety, development, and astute judgment may all be genuinely hampered by it.

- **Innovation:** Differentiation fosters innovation. A changed workforce brings together diverse perspectives, encounters, and concepts (Kasih and Ruslaini, 2024). These different characteristics can rouse inventiveness and lead to imaginative items and setups. Workers with differing foundations, experiences, and nationalities thrust each other's viewpoints, driving to inventive experiences and groundbreaking ideas.
- **Decision Making:** Decision-making and problem-solving skills are moved forward by differing qualities. It is more likely that diverse organizations will keep up objectivity, look at the truth broadly, and consider a more extensive range of strategies. Superior decision-making results from this fastidious characteristic, which helps businesses in exploring difficult trade circumstances (Genkova et al., 2025).
- **Reputation:** A variety of properties can essentially progress an organization's notoriety. In todays around the world, clients and clientele are becoming increasingly assorted.

They wish to be spoken to within the companies they trade with. A modern set of clients appears that the trade regards and values people to an extent of characteristics. It is imperative for exchange culture, incrementing client reliability, and growth of the clientele. Workers esteem representation and different traits. They need to work in an environment where they feel esteemed, listened to, and taken genuinely. When laborers see that their organization is committed to differences, their sense of having a place and work fulfilment may increase (Nguyen et al., 2023).

- **Improved Employee Engagement and Retention:** A complete working environment that considers all perspectives inevitably increments worker engagement and steady loss rates. Employees who are mindful of their commitments are more likely to stay with the organization and contribute to its success.
- **Enhanced Decision-Making Agility:** Decisions are made with the profitable input of a variety of perspectives when comprehensive capacity management is executed (Koç et al., 2025). The organization's capacity to adjust to changing circumstances and make fast choices that suit moving market conditions is significantly enhanced by this assortment in decision-making processes.

2.6 Impact of diversity on employee retention and talent management issues

Work environment diversity has a huge effect on ability management and worker maintenance. Employee engagement, satisfaction, and commitment to their work are all expanded when they feel appreciated and included, which raises maintenance rates. On the other hand, it may be more difficult to draw in and keep great ability if differences and inclusion are lacking (Randel, 2023).

Increased engagement and work fulfilment result from different and comprehensive work environments that cultivate a sense of regard and belonging. By fortifying the trade culture, they moreover lower turnover. Through the enlistment of individuals with different foundations and capacities, differing qualities of efforts help companies in getting to a bigger ability pool. They moreover help individuals unravel issues more viably, be more imaginative and inventive, and make better decisions (Ozturk, Rumens and Tatli, 2024).

Businesses that put a high need on differences and inclusion are better prepared to discover and support ability from a variety of foundations for positions of leadership within the future.

Trading inactive preferences, properly overseeing differences and ensuring consideration are a few of the challenges and variables to be considered (Kok et al, 2025). Organizations may

cultivate a more cheerful and beneficial work atmosphere, which is able increment representative retention, ability management techniques and trade results, by effectively supporting differing qualities and Inclusion.

2.7 Diversity and inclusion in transport industry UK

Equality, diversity, and inclusion (EDI) are being actively pursued by the UK transport division in both its workforce and its services. Important aspects of EDI incorporate growing the number of ladies in engineering and prepare driving positions, encouraging and removing obstructions for individuals of different racial and ethnic foundations, making working environments more inviting to laborers and clients with incapacities, and progressing LGBTQ+ incorporation through systems such as Journey (Krishnan et al., 2025).

The Department for Transport's differences, inclusiveness, and welfare arrangement, and the EDI Constitution both appear as a devotion to EDI values. To keep tabs on improvements and pinpoint regions in the need of improvement, workforce monitoring and reporting are carried out. To draw in different ability pools and grant each worker get to preparing and advancement openings, inclusive recruitment and training activities are put into place (Paddeu et al., 2024). Organizations working with distinctive partners, such as backing groups and instructive institutions, are the ones that drive collaboration and partnerships.

Despite progressions, there's still a sizable gender crevice within the transportation sector, with ladies underrepresented in numerous positions. It's basic to address issues like work-life adjustment and adaptable scheduling that ruin the recruitment and retention of diverse ability (Chukwuebuka Ahuchogu and Sanyaolu, 2024). It is significant to set up inclusive work environment cultures where everybody is respected and given the chance to succeed.

Through increasing openness, advertising more inclusive client encounters, and speeding up the contracting preparation, innovation can help advance EDI. The transportation segment within the United Kingdom acknowledges that EDI isn't as it were a social duty issue but too a catalyst for innovation, enhanced execution, and a stronger industry. The industry can way better speak to the changed populaces it serves and construct a more inclusive and evenhanded future by keeping up its center on EDI (Freddie, 2021).

Arriva Bus is devoted to creating an inclusive and different work environment. To ensure that each worker feels esteemed and has a break even with the chance to succeed, they endeavor to set up a staff that's agent of the communities they serve. This devotion moreover includes cultivating an air where employees feel appreciated for their uniqueness and a sense of community.

2.8 Theoretical Framework

According to Social Identity Theory (SIT), an individual's self-concept and self-esteem are shaped by their identifiable evidence with social groups. Concurring with this hypothesis, people gather themselves into one-of-a-kind bunches based on traits such as gender, race, occupation, and alliance with a specific organization. These social occasions have an enormous effect on a person's sense of character, which in turn influences their appearance, exercises, and social instinct (LePage, 2020). Workers concur with organizational courses of activity and, at whatever point attainable, make qualifications between certain branches, divisions, or the organization. These recognizable pieces of proof strengthen their dependability and solidarity, which can presently and after that result inside the ponders known as "in-group favoritism," in which individuals show slant toward people of their bunch relative to people of other bunches. For occasion, workers may feel more tired and truer and associated with their prompt gathering than with their peers in other offices.

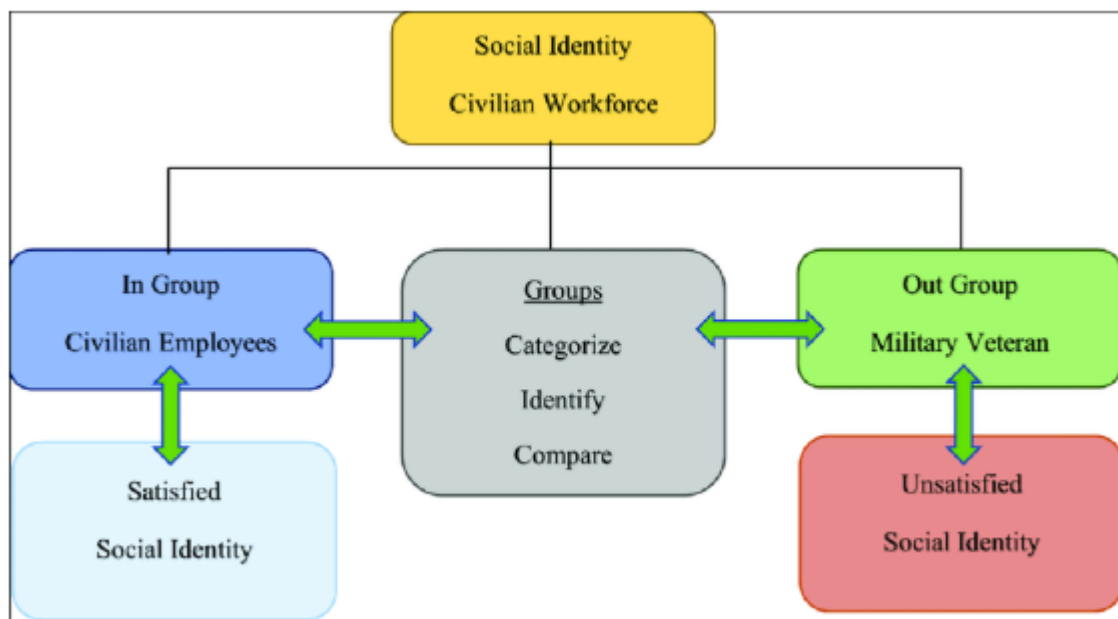


Fig.1: Social Identity Theory or SIT (LePage, 2020)

Agreeing to SIT, gathering associations play a pivotal part in deciding how individuals see themselves and other individuals, which in turn affects attitudes, behaviors, and efficiency at work. The thought moreover clarifies intergroup streams, counting the emergence of stereotyping, bias, and division. Individuals who recognize emphatically with a gather of individuals regularly internalize their standards and convictions, which can every so often result in cliché sees of other individuals (Hu, 2025). Laborers from one office may, for event,

outline one-sided thoughts around their partners in another, ascribing character or work with Mold disparities to bunch traits. Since laborers are more likely to feel recognized and resistant to their individual contributions, comprehensive working situations are way better situated to draw in and keep best capacity. Higher levels of worker engagement and proficiency are developed by this feeling of gratitude.

Arriva Transport Company UK can make strides in laborers support and capacity management concerns by executing the concepts of Social Identity Theory (SIT) and Differences Management to create an environment where each master feels acknowledged and included (AuBuchon et al., 2025). Social categorization is emphasized in SIT, which has drawn feedback for maybe raising in-group and out-group biases. This center is criticized for distorting cooperation and identity by highlighting divisions and engaging generalizations. It has the potential to prioritize reliability over person abilities and disregard the complex, intersectional nature of character and interesting human encounters. In proficient settings, this restricted point of view limits our capacity to comprehend basic elements of human behaviour and relationships.

2.9 Literature gaps

There's a dearth of inquiries about the relationship between organizational success and differing qualities and inclusion (D&I), particularly within the open transportation industry. Considers that centering on a single industry is rare, particularly within the open transportation segment, where issues counting strict schedules, cultural resistance, and small adaptability are more common. Beyond hiring, there's moreover a need for emphasis on inclusive hones counting mentoring, feedback systems, progression chances, and consideration in everyday work. There's a dearth of longitudinal proof on how D&I strategies affect maintenance in transportation companies. Furthermore, there is a dearth of qualitative data that documents the lived experiences of employees, especially those from marginalized groups (Ozturk, Rumens and Tatli, 2024). There are also issues with implementation and cultural resistance. Finally, there is a gap in the integration of D&I and talent management, even though they are related and must be combined to lower attrition and develop future leaders.

2.1.0 Summary

Adam et al. (2024) arguments made within the composing review support the objectives of the consideration and highlight the significance of refinement and thought in connection to organizational ampleness. According to the paper, companies that recognize contrasts and as often as possible take them into consideration have far superior organizational execution, which shows expanded competence and advantages. The following chapter gives an outline of the investigative strategy.

Chapter 3: Methodology

The research method for this study is described in this chapter. Research is innovative work carried out in a methodical manner to expand knowledge, which is then used to either establish or validate facts and address issues. The steps that researchers must take to carry out their research are known as research methodology (Bulatovic, 2024). The track technique that researchers use to formulate their problem and goal is exemplified by research methodology. The research reasoning, research plan, inquiry about techniques, and the justification for choosing the approach for this think about are all depicted in this chapter. Furthermore, it covers topics just like the target population, sampling, information investigates instruments, pilot think about, information analysis strategies used, investigate constraints, validity, and unwavering quality, inclination elimination, and moral considerations.

This section describes the research design, research philosophy, and research choice as part of the research methodology using the research onion approach. The system of questioning techniques and methods that an analyst chooses to use to conduct a thought process is known as research design. Primarily exploratory, exploratory research can be either interpretive or quantitative (Kruger and Mitchell, 2022). It facilitates the development of precise hypothesis and problem description as well as the improvement of the impact of the digitalization issue.

This study employs an interpretivist philosophy of reasoning as its research philosophy. By looking at the meanings people attach to various circumstances, this philosophical viewpoint and study method enable scholars to learn more profound details about social life and human interactions. Subjective in nature, the research choice emphasizes qualitative inquiry, which verbally conveys information rather than using statistics.

The study will mostly employ an inductive approach, letting concepts emerge from the collected data rather than confirming preconceived notions. There are three different methods:

quantitative, subjective, and hybrid tactics. Most of the research will employ an inductive approach, meaning that rather than testing preconceived assumptions, discoveries will come from the data gathered.

The processes and procedures used to locate and analyse data pertaining to a specific research topic are known as research methodology. To achieve their objectives, researchers plan their study using selected research instruments. Mixed techniques, qualitative, and quantitative research methodologies are three categories of research approaches. A quantitative research methodology and secondary data are used in the following studies (Chandra and Sharma, 2023). Qualitative research examines people's attitudes, behaviors, and experiences. It collects and analyses textual information and vocabulary. Deep comprehension, adaptability, and the capacity to investigate intricate occurrences are only a few of the main advantages that qualitative research methodology provides. Secondary data gathered from industry reports, corporate records, and scholarly publications will be the main source of data type and collection techniques to comprehend the larger context of digitalization and global marketing. Secondary data might range from simple self-reported surveys to more complex quantitative or subjective research. Both qualitative and quantitative observational techniques can be applied as secondary data collection methods.

This secondary data study will make use of data analysis methods like content analysis and thematic analysis. It will be applied on a regular basis to a collection of texts, including transcripts or interviews. When a topic, idea, or meaning design comes up repeatedly, the analyst carefully examines the data to find recurring themes.

Data integrity and member well-being are secured by ethical considerations in this auxiliary quantitative study. Data keenness, educated permission, information protection, conceivable member harm, information gets to, generation and examination transparency, and legitimate detailing of comes about are among the most issues (Chandra and Sharma, 2023). Analysts must affirm the legitimacy of information sources, comprehend how information is produced and analyzed, evaluate educated assent processes, precisely report discoveries, abstain from copyright infringement, utilize information for its planning reason, confer with Organization Audit Boards for ethical review, and make beyond any doubt that information is dealt with and put away safely to prevent loss or unauthorized access.

Chapter 4: Findings and Discussion

4.1 Overview of Themes and Coding

Thematic analysis was used to examine secondary data gathered from academic publications, industry sources, and reports from Arriva Bus Company. For primary themes diversity, inclusiveness, employee retention and talent management were identified from the data.

Theme code	Theme	Example data source
Theme 1	Diversity and Inclusion	CIPD articles, HR policy Documents practice Arriva annual report
Theme 2	Diversity as a driver of Commitment and satisfaction	Academic journals (Such as Social Identity Theory) and Industry reports on the workforce in public transportation

Theme code	Theme	Example data source
Theme 3	Influence of Diversity on employee Retention	Surveys of the transportation industry. Arriva HR reports on secondary studies on retention
Theme 4	Relationship Between Diversity and Talent Management	CIPD reports, scholarly workshop Talent Management and Arriva Diversity initiatives

4.1. Findings

4.2. Discussion: Thematic Analysis

4.2.1. Theme 1: Diversity and Inclusion Practice at Arriva

Employee-led networks, initiatives to promote an inclusive culture and defined targets from the foundation of Arriva's Diversity and Inclusion procedures. The corporation wants to raise the number of female drivers by 100%, have 25% senior leaders from underrepresented groups and have 50% of women in senior leadership by 2030 (Arriva, 2025). The plan calls for promoting Diversity in the workforce culture where all workers are respected and feel like they belong.

Global Inclusion Network (GAIN), which concentrate on issues including wellbeing, (LGBT+), disability, race and ethnicity and gender were created to assist the Objectives. An executive sponsor for Arriva's Management board supports each GAIN group in its efforts to promote the required reforms (Rossi et al., 2020). These networks are used to plan activities that honor Diversity, increase consciousness and inform staff members about the difficulties encountered by different groups.

Arriva actively celebrates Diversity among its employees, trying to represent the varied populations it serves and guaranteeing fair treatment devoid of prejudice. The company's dedication to Diversity is further demonstrated by the introduction of initiatives like "Menopause Matters", which aid workers going through Menopause.

4.2.2. Theme 2: Diversity as a Driver of employee Satisfaction and Organizational Commitment

Diversity and Inclusion (D&I) are a key component of Arriva's operations and the welfare of its workforce. By appreciating differences and cultivating an inclusive culture where all employees feel welcome and can flourish, the organization hopes to mirror community Diversity with its staff. To assist Inclusion initiatives and guide corporate policies Arriva has created Global Inclusion Networks (GAIN) for a few categories, including LGBT+, Disability, Race and Ethnicity and Gender. The leadership of Arriva feels like having a diverse team not only enhances services but also produces a variety of perspectives that are advantageous to the Company and employees (Vinasi.2025).To guarantee the policies consider the impacts of various groups and improve Organizational outcomes ,staff members are also educated in Diversity impact assessments .The relationship between corporate commitment , employee satisfaction and Diversity is generally supported by academic research .Employee loyalty and job satisfaction are higher in companies with effective Diversity management . A culture of inclusion ,where each person feels appreciated , frequently has a gender impact on motivation and performance, even though representation is crucial (Ovusu, Gregar and Ntsiful, 2021).While an inclusive workplace lowers conflict and attrition rates , high job satisfaction strengthens the relationship between Diversity and Inclusion practices and Organizational commitment . In the end, diverse teams foster innovation and creativity, giving businesses a competitive edge. While there is not a single study that focuses just on Arriva, it is D&I initiatives are consistent with previous studies that highlight their beneficial benefits on employee dedication and satisfaction.

4.2.3 Theme 3: Influence of Workplace Diversity on employee Retention.

Managed within an inclusive culture, workplace diversity at Arriva greatly improves employee retention by promoting engagement, satisfaction and sense of belonging, which in return reduces turnover. Arriva is adamant that worker stability and diversity are related (Ramasmy, Natarajan and Mital, 2025). A strong sense of belonging-inclusive businesses have retention rate that are 5.4 times higher-enhanced well-being and morale through Global Arriva Inclusion Networks (GAIN), which support various community groups; improved job satisfaction associated with effective Diversity management, attracting top talent through a visible commitment to Diversity, which expands the talent pool; and career development opportunities, as demonstrated by programs like the “Better Balance” network are some of key influences. Through employee-led GAIN networks, inclusive policies (such as gender-neutral language, gender-balanced shortlist and menopause policy), and Diversity Impact assessments to assess effects on different groups, Arriva actively encourages Diversity (Yuniastri and Karyati 2025). All things considered, a diverse staff is seen as a strategic asset that improves retention and advances Organizational performance.

4.2.4 Theme 4: Relationship between Inclusion practice and Talent Management Strategies.

Understanding that a diverse and inclusive workforce is crucial for drawing in, keeping and developing top talent—all of which ultimately contribute to the company’s success and sustainability Arriva combines its Inclusion practice with its talent management approach (Graham, Zaharia and Osoian, 2023). Targeting underrepresented groups to expand talent pools, improving employee experiences to boost engagement and retention, unlocking potential through diverse perspectives for innovation and integrating Inclusion into the overall talent strategy with defined roles and quantifiable targets until 2030 are all important components. Additionally, Arriva establishes itself as a fair employer by fostering equitable career possibilities for all employees and strengthening relationships with customers by reflecting community Diversity (Bermeo and Perez, 2025). In conclusion, Inclusiveness is a crucial strategic requirement connected to Arriva personnel management goals, promoting a prosperous and creative enterprise.

Chapter 5: Conclusion and Recommendations

5.1. Conclusion

Arriva Bus Company is tending to the industry's driver emergency, maturing workforce, and moving employee expectations by concentrating on ability management and representative maintenance. Arriva may lower whittling down and related costs by putting differences and inclusion (D&I) strategies into practice, counting as inclusive enlisting, flexible planning, and mentoring. This has brought about a 33% decrease in early leavers, demonstrating the importance of spreading compelling strategies all through all regions. Women and younger candidates who may have already felt prohibited from the transportation segment are especially drawn to a more shifted and sweeping ability pool when a self-evident commitment to incorporation is made (Paddeu et al., 2024). Arriva is superior situated to compete in a competitive labor market since its moved forward notoriety.

By holding and advancing inner ability, D&I methodologies like inclusive advancements, leadership improvement for underrepresented bunches, and switch mentoring reduce the need for exterior hiring whereas raising worker morale. Engaged and changed workers move forward client relations and the company's notoriety by enhancing communication, problem-solving, and service delivery.

Policies that advance an inclusive workforce help Arriva in assembly regulatory and administrative requirements as open substances put a greater emphasis on ESG execution in contacts and procurement. Inclusionary employment practices that demonstrate social value can help future bids for regional transportation contracts.

5.2. Recommendations

Is recommended that Arriva Bus Company improves the Diversity and Inclusion (D&I) policies, yo create a more welcoming workplace. This entails formalizing D&I policies, enhancing hiring practices to priorities underrepresented groups, and carrying out frequent assessments of diversity programs (Baddage.2025). In addition to rewarding contributions to

an inclusive culture and creating employee resource groups (ERGs), programs that promote psychological safety, such as Inclusion training and feedback sessions, should be designed to increase employee involvement. Exit interviews should concentrate on D&I issues and retention initiatives should include flexible work schedules and assistance for diverse personnel.

Additionally, personnel management should incorporate mentoring for disadvantaged groups, guarantee fair access to growth opportunities, and incorporate diversity into succession planning (Iqbal et al.,2025). These tactics will improve long-term Company success, employee satisfaction and workplace Diversity.

5.3. Business Relevance & Practical Implications

Diversity and comprehensive work environment policies have a huge effect on talent management and worker maintenance. Creativity, innovation, problem-solving, engagement, maintenance, and fulfilment are all moved forward by different staff. Arriva Transport may take advantage of these points of interest to construct a more affluent and long-lasting company. A sense of mental security and having a place lead to expanded engagement and work fulfilment, which in turn decreases turnover rates. Empowering diversity and inclusion can help decrease turnover costs (Freddie, 2021). It is conceivable to progress a solid boss brand, especially for younger eras. Arriva can get to a bigger ability pool and discover more inventive answers to trade issues thanks to different staff. Differing groups make way better choices since they are way better able to handle complicated situations. A pipeline of different pioneers is facilitated by inclusive leadership approaches. To supply a steady and compelling work environment, Arriva can put comprehensive approaches into put, finance differences and incorporation preparing, develop inclusive leadership, track comes about, and support Employee Resource Groups (ERGs).

Arriva Bus Company is tending to the industry's driver emergency, maturing workforce, and moving employee expectations by concentrating on ability management and representative maintenance. Arriva may lower whittling down and related costs by putting differences and inclusion (D&I) strategies into practice, counting as inclusive enlisting, flexible planning, and mentoring. This has brought about a 33% decrease in early leavers, demonstrating the importance of spreading compelling strategies all through all regions. Women and younger candidates who may have already felt prohibited from the transportation segment are especially drawn to a more shifted and sweeping ability pool when a self-evident commitment to

incorporation is made. Arriva is superior situated to compete in a competitive labor market since its moved forward notoriety.

By holding and advancing inner ability, D&I methodologies like inclusive advancements, leadership improvement for underrepresented bunches, and switch mentoring reduce the requirement for exterior hiring whereas raising worker morale. Engaged and changed workers move forward client relations and the company's notoriety by enhancing communication, problem-solving, and service delivery.

Policies that advance an inclusive workforce help Arriva in assembly regulatory and administrative requirements as open substances put a greater emphasis on ESG execution in contracts and procurement. Inclusionary employment practices that demonstrate social value can help future bids for regional transportation contracts.

5.4. Limitations and Further Research

The essential limitation of this thinking is that it only secured one company, which confines the findings' generalizability to other businesses or geographical regions. Indeed, although they are perfect for demonstrating an association between the different characteristics of work situations and employee execution, subjective investigation into methodologies may be missing in profundity and lavishness when looking at the experiences, viewpoints, and stresses of differences among agents. Individual accounts of thought from representatives, gather culture, and corporate culture are illustrations of subjective information that will give a more exact clarification of how varieties influence individuals. Future inquiries about ought to utilize a mixed-methods method joining subjective methods like center bunches or in-depth interviews to advance investigate these issues (Koç et al., 2025). Besides, industry-specific differing qualities issues are not taken into consideration in this ponder; since specialist characteristics, operational conditions, and regulatory systems contrast within the manufacturing, healthcare, and innovation sectors, these segments may have diversity-performance joints. It is also prompted to conduct a longitudinal investigation to look at the long-term impacts of different activities on employee performance. To get it how differing qualities interatomic with organizational flow and execution results in diverse situations, a more comprehensive comparative analysis over businesses, geographies, and cultures would be beneficial.

Element 2: Reflection

I have gained significant insights into my academic growth and my comprehension of organizational behaviour by thinking back on the process of conducting the research on the effects of workplace diversity and inclusive practices on employee retention and talent management at Arriva Bus Company. Gibb's Reflective Cycle (1988) provides an organized method for examining your experience; using this framework, I have been able to analyse my ideas, assess my choices, and pinpoint areas for development in my future work.

My goal at the beginning of the study was to investigate how employee outcomes are affected by diversity and inclusion, especially in the UK transport sector. This required examining scholarly theories, locating pertinent organizational practices, and relating these concepts to Arriva Bus Company's operational environment. Because diversity and inclusion are a broad topic with many facets, including culture, age, gender, identity, and organisational culture, the process initially felt complicated. It was necessary to carefully read and synthesize a substantial amount of material to comprehend how all these elements connect to talent management and retention.

I felt a range of emotions, including curiosity, exhilarating, and sporadic anxiety. Since diversity management is in line with contemporary HR priorities and organisational strategies, I was excited to learn more about it. But when I couldn't locate enough scholarly texts that were relevant to the transportation industry, I became overwhelmed. I had to put in more effort to make significant connections with Arriva Bus Company because a lot of the research that is currently available focuses on sectors like healthcare, education and corporate settings. My confidence increased as I moved forward. I started to see how the importance of inclusive practises for employee engagement and organisational loyalty could be explained by theoretical frameworks such as Society Identity Theory.

In retrospect, I think a few things went smoothly. I learnt how to arrange information around pertinent themes instead of summarizing sources and effectively create a cohesive literature review. I became much more adept at critically analysing theories and at elucidating how employee attitudes, behaviour and performance are impacted by diversity. However, I had a bad experience due to a few obstacles. At several points, time management became challenging, particularly because I spent too much time comparing various conceptual models. Sections of the study were also more difficult to create due to the scarcity of industry-specific research.

I was able to comprehend the research's deeper insights by analysing the difficulties. I came to see that fostering an atmosphere where workers feel appreciated, respected and included is just as important as representation in the workplace. Research has shown that effective communication techniques, inclusive leadership, and impartial hiring practises can all directly increase employee commitment. I was able to gain a deeper understanding of the relationship between theory and practice by applying these insights to Arriva Bus Company. I also saw how crucial corporate culture is to retain employees and bolstering the talent stream.

As I got more involved with the research, it became evident that employees are more inclined to stick around when they feel like they belong. By encouraging me to go beyond description and offer critical interpretations of the contents, the method also helped me write better academically.

As I wrap up the reflection, I can state that this research has improved my writing, critical thinking and analytical abilities. It has shown me how crucial it is to approach difficult organizational subjects with patience, diligence and an open mind. I also discovered that it would have been easier to focus and lessen confusion if the study scope had been narrowed early in the process. If I were to do this kind of study again, I would start by outlining topics and finding any gaps before delving into in-depth reading.

Lastly, taking the future into account, I have created a detailed action plan to enhance my research methodology. By broadening my search to include organizational reports, government publications, and case studies from the transportation sector, I hope to improve my capacity to find industry-specific data. By making more organized research schedules, I also hope to enhance my time management skills. To improve the calibre of my future academic work, I will also try to deepen my grasp of HR ideas that go beyond diversity, such as psychological contracts and talent management frameworks. All things considered, this reflective method has helped me recognize my strengths, comprehend my weaknesses, and establish significant goals for further academic and professional development.

Element 3: Poster



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Title: *Impact of workplace diversity and related inclusive practices on employee retention and talent management: a case study of Arriva Bus company*

Student Name: Dumitru Baciuc ,ID:225520







Research Aims and Questions

Aim of research

The aim of the research is to analyse the impact of workplace diversity and related inclusive practices on employee retention and talent management issues of Arriva Bus company.

Research question

- To what extent do diversity and inclusion (D&I) strategies influence staff retention and talent development within Arriva Bus Company?
- How effective are Arriva Bus Company's inclusive practices in addressing talent management and employee turnover challenges?
- What is the relationship between workplace diversity, inclusivity, and employee loyalty in the public transport sector?
- How do employees at Arriva perceive the impact of diversity and inclusion efforts on their career progression and retention?

Business Relevance & Practical Implications

Diversity and comprehensive work environment policies significantly impact talent management and employee retention. A diverse staff promotes creativity, innovation, and problem-solving, ultimately enhancing engagement and reducing turnover rates. Arriva Transport can leverage these advantages to create a robust and sustainable company. By fostering an inclusive environment and implementing diversity and inclusion (D&I) strategies such as inclusive recruiting, flexible scheduling, and mentoring, Arriva has seen a 33% reduction in early departures (Freddie, 2021). This approach attracts a broader talent pool, particularly younger and female candidates, leading to greater competitiveness in the labour market. Moreover, effective D&I practices, including leadership development for underrepresented groups, not only enhance internal morale but also improve client relations and the company's reputation. Additionally, inclusive workforce policies help Arriva meet regulatory requirements and strengthen their position in securing future regional transportation contracts.

Research Methodology & Design

This section outlines the research methodology using the research onion approach, focusing on research design, philosophy, and choice. The research design is primarily exploratory and can be interpretive or quantitative, aiding in the formulation of hypotheses regarding digitalization issues. The study employs an interpretivist philosophy, emphasizing qualitative inquiry to uncover deeper insights into social interactions. An inductive approach will primarily be used, allowing concepts to emerge from data rather than testing preexisting assumptions. Research methodologies fall into three categories: mixed, qualitative, and quantitative (Bulatovic, 2024). This study will utilize secondary data sourced from industry reports and scholarly publications, employing content- and thematic analysis. Ethical considerations are paramount, ensuring data integrity and participant well-being. Researchers must verify data sources, manage informed consent, and uphold transparency in reporting findings.

Finding and Discussion & Design

Thematic analysis was used to examine the secondary data gathered from academic publications, industry sources, and reports from Arriva Bus Company. Four primary themes—diversity, inclusiveness, employee retention, and talent management—were identified from the data.

Theme Code	Theme	Example Data Source
T1	Diversity and Inclusion Practices	CIPD articles, HR policy documents, and the Arriva Annual Report
T2	Diversity as a Driver of Commitment & Satisfaction	Academic journals (such as Social Identity Theory) and industry reports on the workforce in public transportation
T3	Influence of Diversity on Employee Retention	Surveys of the transportation industry, Arriva HR reports on secondary studies on retention.
T4	Relationship Between Diversity & CIPD Talent Management	CIPD reports, scholarly works on talent management, and Arriva diversity initiatives

Conclusion and recommendations

Diversity and comprehensive work environment policies significantly impact talent management and worker retention at Arriva Transport. A diverse workforce fosters creativity, engagement, and fulfillment, reducing turnover rates. Implementing diversity and inclusion (D&I) strategies can lead to a stronger employee brand, particularly among younger generations. Arriva's focus on D&I has resulted in a 33% decrease in early turnover, attracting underrepresented groups, and enhancing competitiveness in the labor market. Recommendations include formalizing D&I policies, enhancing inclusive hiring practices, and implementing training programs to ensure psychological safety (Freddie, 2021). Limitations include the study's focus on a single company, which restricts the generalizability of findings. Future research should adopt mixed methods approaches to explore deeper insights into diversity's effects on employee experiences and organizational performance.

References

- Bulatovic, J. (2024) 'Interview as a research method in teaching: a case study', *Scientific Electronic Archives*, 17(3). doi: <https://doi.org/10.5560/17320241918>.
- Freddie, F. (2021) *Creating a more equitable transportation system through diversity and inclusion*. [online] ProQuest. Available at: <https://www.proquest.com/360635776/2ad7480b8b14f103289981/1?pq-origsite=scholar&cbl=42116> [Accessed 15 Jul. 2025].
- Genkova, P., Flynn, M., Morley, M. and Rašićová, M. (2025) *Handbook of diversity competence*. Springer Nature.
- Isura, G.B. (2025) *Management of cultural diversity and employee retention*. [online] Uwasa.f. doi: <https://ojs.uwasa.f/handle/11024/19523>.
- LePage, F. (2020) Retaining military veterans in the civilian workforce', *Mama Business Review*, 4(9), pp.91-106. doi: <https://doi.org/10.28945/4584>.
- Ozturk, M.B., Rumens, N. and Tatl, A. (2024) Diversity and inclusion practitioners and non-binary employees in the UK: a Bourdieusian analysis', *International Journal of Human Resource Management*, pp.1-22. doi: <https://doi.org/10.1080/09585192.2024.2305377>.
- Randel, A.E. (2023) 'Inclusion in the workplace: a review and research agenda', *Group & Organization Studies*.

References

1. Adam, K.-M., Kalagy, T., Malul, S. and Zalcman, B.G. (2024) 'Social identity theory in retirement culture in an underprivileged population: a qualitative study', *International Journal of Sociology and Social Policy*. doi: <https://doi.org/10.1108/ijssp-07-2024-0327>.
2. Ahmad, N.R. (2025) 'Exploring diversity and inclusion in business: unlocking the power of diverse teams', *Al-Aasar*, 2(1), pp.253–264. Available at: <https://al-aasar.com/index.php/Journal/article/view/130>.
3. Anaya, T. and Maxey-Harris, C. (2017) *Diversity and inclusion*. Washington, DC: Association of Research Libraries.
4. Arrivabus (2025) *Arriva Buses*. [online] Available at: <https://www.arrivabus.co.uk/> [Accessed 15 Jul. 2025].
5. AuBuchon, K.E., Emenyonu, M., Muthenini, N., Graves, K.D. and Arem, H. (2025) 'Identity safety in cancer screening: building a basic research-to-clinic translation of social identity theory', *Journal of Social Issues*, 81(2). doi: <https://doi.org/10.1111/josi.70008>.
6. Bulatovic, J. (2024) 'Interview as a research method in teaching: a case study', *Scientific Electronic Archives*, 17(3). doi: <https://doi.org/10.36560/17320241918>.
7. Chandra, S. and Sharma, M. (2023) *Research methodology*. Oxford: Alpha Science International.
8. Chukwuebuka Ahuchogu, M. and Sanyaolu, T.O. (2024) 'Diversity and inclusion practices in the transportation industry: a systematic review', *International Journal of Applied Research in Social Sciences*, 6(9), pp.2132–2155. doi: <https://doi.org/10.51594/ijarss.v6i9.1567>.
9. Covington, T., Le, T.D. and Ngo, J. (2025) 'Diversity and inclusion in the workplace and corporate innovation', *Finance Research Letters*, 76, p.106938. doi: <https://doi.org/10.1016/j.frl.2025.106938>.

10. D'souza, C.P. and Tapas, P. (2024) 'Diversity 5.0 framework: managing innovation in Industry 5.0 through diversity and inclusion', *European Journal of Innovation Management*. doi: <https://doi.org/10.1108/ejim-02-2024-0139>.
11. Freddie, F. (2021) *Creating a more equitable transportation system through diversity and inclusion*. [online] ProQuest. Available at: <https://www.proquest.com/openview/36063577b2ad7d80b8b814f10328998f/1?pq-origsite=gscholar&cbl=42116> [Accessed 15 Jul. 2025].
12. Genkova, P., Flynn, M., Morley, M. and Rašticová, M. (2025) *Handbook of diversity competence*. Springer Nature.
13. Gordon, C. and Mountford-Zimdars, A. (2018) *Diversity and inclusion*. London: Staff and Educational Development Association.
14. Hu, L. (2025) 'Social identity theory', *Springer Nature Link*, pp.33–55. doi: https://doi.org/10.1007/978-981-96-2661-8_2.
15. Isuru, G.B. (2025) *Management of cultural diversity and employee retention*. [online] Uwasa.fi. doi: <https://osuva.uwasa.fi/handle/10024/19523>.
16. Kasih, E. and Ruslaini, R. (2024) 'The impact of diversity and inclusion initiatives on organizational performance', *Social Science Research Network*. doi: <https://doi.org/10.2139/ssrn.4745689>.
17. Koç, D.E., Solanas, J., Dağıstan, S.Y. and Arici, H.E. (2025) 'Diversity, equity, and inclusion in the hospitality and tourism workplace: a quantitative systematic literature review', *International Journal of Hospitality Management*, 128, p.104171. doi: <https://doi.org/10.1016/j.ijhm.2025.104171>.
18. Krishnan, V.Sruthi., Solieman, H., Moslem, S. and Pilla, F. (2025) 'Inclusive sustainable transportation planning: a qualitative analysis involving diverse stakeholders perspectives', *Case Studies on Transport Policy*, 19, p.101393. doi: <https://doi.org/10.1016/j.cstp.2025.101393>.
19. Kruger, F. and Mitchell, B. (2022) *Research methodology*. Oxford: Oxford University Press.
20. LePage, P. (2020) 'Retaining military veterans in the civilian workforce', *Muma Business Review*, 4(9), pp.91–106. doi: <https://doi.org/10.28945/4584>.
21. Nguyen, L.A., Evan, R., Chaudhuri, S., Hagen, M. and Williams, D. (2023) 'Inclusion in the workplace: an integrative literature review', *European Journal of Training and Development*, 48(3/4). doi: <https://doi.org/10.1108/ejtd-10-2022-0104>.

22. Nwosu, U.V., Amoke, C.T., Kinikanwo, N.I. and Ikeotuonye, M.N. (2025) 'Diversity management inclusion and employee productivity among bank employees in Lagos metropolis', *International Journal of Public Administration and Development Studies*, 2(1), pp.41–66. Available at: <https://ijpads.com/index.php/ijpads/article/view/28> [Accessed 10 Apr. 2025].
23. Ozturk, M.B., Rumens, N. and Tatli, A. (2024) 'Diversity and inclusion practitioners and non-binary employees in the UK: a Bourdieusian analysis', *International Journal of Human Resource Management*, pp.1–22. doi: <https://doi.org/10.1080/09585192.2024.2305377>.
24. Paddeu, D., Parkhurst, G., Rosenberg, G., Carhart, N. and Taylor, C. (2024) 'Promoting sustainable urban freight through stakeholder engagement to co-create decarbonisation pathways in the UK', *Research in Transportation Economics*, pp.101424–101424. doi: <https://doi.org/10.1016/j.retrec.2024.101424>.
25. Randel, A.E. (2023) 'Inclusion in the workplace: a review and research agenda', *Group & Organization Management*, 50(1). doi: <https://doi.org/10.1177/10596011231175578>.
26. Standley, K. and Javorka, M. (2025) 'Promoting diversity, equity and inclusion through consensus decision-making in the workplace: insights from practice', *Equality, Diversity and Inclusion: An International Journal*. doi: <https://doi.org/10.1108/edi-08-2024-0372>.
27. Owusu,V.K., Gregar,A and Ntsiful,A.(2021) Organisational Diversity and competency-based performance :the Meditating Role of Employee Commitment and Job Satisfaction.*Management & Challenges for the knowledge Society* ,16(4) pp.352-369. doi:<https://doi.org/10.2478/mmcks-2021-0021>
28. Ozturk, M.B.,Rumens,N and Tatli,A.(2024)'Diversity and inclusion practitioners and non-binary employees in the UK: a Bourdieusian analysis', *International Journal of Human Resource management* pp. 1-22 doi: <https://doi.org/10.1080/09585192.2024.2305377>
29. Paddeu,D.,Parkhurst,G.,Rosenberg,G.,carhart,N. And Taylor. C.(2024) 'Promoting sustainable urban freight trough stakeholder engagement to co-create decarbonisation pathways in the UK', *Research in transportation Economics* ,pp.101424-101424. doi: <https://doi.org/10.1016/j.retrec.2024.101424>
30. Randel,A.E.(2023) 'inclusion in the workplace: a review and research agenda', *Group & Organisation Management* , 50(1). Doi:<https://doi.org/10.1177/10596011231175578>.
31. Ramsamy, I.,Natarjan,S.and Mittal,A.(2025). Impact of Workforce Diversity on Employee Retention and Engagement: Mediating Role of Organisational Climate. *SAGE Open* ,15(4).doi:<https://doi.org/10.1177/21582440251383043>.

32. Rossi,M., Minicozzi,G.,Pascarella,G.and Capasso,A.(2020). ESG, Competitive Advantage and Financial Performance: a Preliminary Research. *Handle.net*, (1), pp.969-986.
33. Standley,K. And Javorka, M. (2025) ‘Promoting Diversity, equity and inclusion trough consensus decision-making in the work place’,*Equality, Diversity and I: An International Journal*.doi: <https://doi.org/10.1108/edi-08-2024-0372>.
34. Vinasi. I. (2025). Diversity Perceptions and Organisational Commitment as Predictors of Performance and Satisfactions. *International journal of Research in Businesses and Social Science* (2147-4478), 14(2), pp.91-107. doi:<https://doi.org/10.20525/ijrbs.v14i2..3939>.
35. Yuniastri, S.D. and Karyati, S. (2025). The Impact of Workforce Diversity and Organisational Culture on Employee Retention in EJIP Manufacturing Companies.*Talent: Journal of Economics and Business*, 3(01). Pp. 1-11. doi:<https://doi.org/10.59422/jeb.v3i01.783>

Appendix: Ethics Form

APPLICATION FOR ETHICAL APPROVAL

RESEARCH STUDENTS

This form is to be completed by the student within **SIX** months for full-time students and **TWELVE** months for part time students, after the commencement of the research degree or following progression to Part Two of your course.

Once complete, submit this form via the ***MyTSD Doctoral College Portal*** at (<https://mytsd.uwtsd.ac.uk>).

This document is also available in Welsh.

RESEARCH 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.

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.

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:	Dumitru Baciuc		
2	Tick all boxes that apply:	Member of staff:	☐	Honor research
	Undergraduate Student	☒	Taught Postgraduate Student	☐ Postgraduate Research Student

3	Institute/Academic Discipline/Centre:	IICL
4	Campus:	London
5	E-mail address:	2225520@student.uwtsd.ac.uk
6	Contact Telephone Number:	7747718637
	For students:	
7	Student Number:	
8	Programme of Study:	BA (Hons) Leadership and Management Skills

9	Director of Studies/Supervisor:	Dr. Rameses Manalang
---	---------------------------------	----------------------

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
2	If Yes, please indicate source of Research Degrees approval (and date where Committee known): Approval in principle must be obtained from the relevant source prior to seeking ethical approval		☐	
	Institute Research Committee		☐	
	Other (write in)		☒	2 N

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 Ethics & Integrity Code of Practice	☒
2	UWTSD Research Data Management Policy	☒

3	[List any other relevant documents here]	☐
---	--	--------------------------

SECTION D: External Collaborative Research Activity

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 ☐
5	Are you in receipt of a KESS scholarship?	YES ☐
6	Are you specifically employed to	Voluntary YES ☐
7	undertake this research in either a paid or voluntary capacity?	Employed YES ☐
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 ☐
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 ☐

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:	<i>Impact of workplace diversity and related inclusive practices on employee retention and talent management a case of study of Arriva Bus Company</i>		
2	Proposed start date:	12 June 2025	Proposed end date:	19 December 2025

Introduction to the Research (maximum 300 words per section)

Ensure that you write for a **Non-Specialist Audience** when outlining your response to the points below:

Purpose of Research Activity: To understand the `role of sustainability to achieve the business success.

-
-

1. *Proposed Research Question*

To what extent do diversity and inclusion (D&I) strategies influence staff retention and talent development within Arriva Bus Company?

Aims of Research Activity. The aim of the research is to analyse the impact of workplace diversity and related inclusive practices on employee retention and talent management issues of Arriva Bus company.

Objectives of Research Activity:

- To identify the diversity and inclusion practices of Arriva
- To analyse the role of diversity to achieve commitment and satisfaction
- To evaluate how workplace influence employee retention
- To examine how the relationship between inclusion and talent management strategies
-
-

Demonstrate, briefly, how **Existing Research** has informed the proposed activity and explain

- *What the research activity will add to the body of knowledge*

The term "diversity and inclusion" refers to the makeup of a company's workforce as well as the practices and guidelines

implemented to remove obstacles and ensure that every employee has equal access to opportunities and support. Diversity and inclusion are a process rather than a final goal, but the goal is to ensure justice and equality for all employees, regardless of characteristics like gender, nationality, race, sexual orientation, or age. A company can make better and more equitable hiring decisions and foster a more positive work environment where employees feel acknowledged and supported by implementing a well-thought-out diversity and inclusion strategy. This research will add to the body of knowledge on diversity and inclusion in the workplace.

-
- *How it addresses an area of importance.* Work environment diversity includes a huge effect on ability management and worker maintenance. Employee engagement, satisfaction, and commitment to their work are all expanded when they feel appreciated and included, which raises maintenance rates. On the other hand, it may be more difficult to draw in and keep great ability if differences and inclusion are lacking. Increased engagement and work fulfilment result from different and comprehensive work environments that cultivate a sense of regard and belonging. By fortifying the trade culture, they moreover lower turnover. Through the enlistment of individuals with different foundations and capacities, differing qualities efforts help companies in getting to a bigger ability pool. They moreover help individuals unravel issues more viably, be more imaginative and inventive, and make better decisions.

Purpose of Research Activity

The aim of the research is to analyse the impact of workplace diversity and related inclusive practices on employee retention and talent management issues of Arriva Bus company.

-

(is box should expand as you type)

Research Questions

- To what extent do diversity and inclusion (D&I) strategies influence staff retention and talent development within Arriva Bus Company?
- How effective re Arriva Bus Company's inclusive practices in addressing talent management and employee turnover challenges?
- What is the relationship between workplace diversity, inclusivity and employee loyalty in the public transport sector?
- How do employees at Arriva perceive the impact of diversity and inclusion efforts on their career progression and retention?

(this box should expand as you type)

Aims of Research Activity

- *The aim of the research is to analysis the impact of workplace diversity and related inclusive practices on employee retention and talent management issues of Arriva Bus Company*

(this box should expand as you type)

Objectives of Research Activity

6

- To identify the diversity and inclusion practices of Arriva
- To analyse the role of diversity to achieve commitment and satisfaction
- To evaluate how workplace influence employee retention
- To examine how the relationship between inclusion and talent management strategies

(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

This study employs an interpretive philosophy of reasoning as its research philosophy. By looking at the meanings people attach to various circumstances, this philosophical viewpoint and study method enable scholars to learn more profound details about social life and human interactions. Subjective in nature, the research choice emphasises qualitative inquiry, which verbally conveys information rather than using statistics.

The study will mostly employ an inductive approach, letting concepts emerge from the collected data rather than confirming preconceived notions. There are three different methods: quantitative, subjective, and hybrid tactics. Most of the research will employ an inductive approach, meaning that

rather than testing preconceived assumptions, discoveries will come from the data gathered.

Location of research activity

Identify all locations where research activity will take place.

London, UK

8

(this box should expand as you type)

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.

N/A

9

(this box should expand as you type)

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.

(this box should expand as you type)

Does your research relate to one or more of the seven aims of the Well-being of Future Generations (Wales) Act 2015?		YES	NO
12A	prosperous Wales	☐	☒
13A	resilient Wales	☐	☒
14A	healthier Wales	☐	☒
15A	more equal Wales	☐	☒
16A	Wales of cohesive communities	☐	☒
17A	Wales of vibrant culture and thriving Welsh language	☐	☒
18A	globally responsible Wales	☐	☒
19 If YES to any of the above, please give details:			
<i>(this box should expand as you type)</i>			

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?
	7-10 participants
	(this box should expand as you type)
11	Who will the participants be?
	Managers and employees of Arriva
	(this box should expand as you type)

12	How will you identify the participants?	I will target individuals who are directly involved in business operations.
(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)				

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	☐

Risks to participants

2 For example: sector-specific health & safety, emotional distress, financial disclosure, physical harm, transfer of personal data, sensitive organisational information

Risk to participants: Fear of judgment Confidential business information. Risk of being identified. Concern that their responses may be misinterpreted (this box should expand as you type)	How you will mitigate the risk to participants: I recognize that participants may feel emotional discomfort discussing their company's sustainability practices. To address this, I will reassure them that they can skip questions or withdraw at any time. I will also ensure interviews are respectful to avoid fear of judgment. To protect confidentiality, I will anonymize data and use pseudonyms. Sensitive business information will be securely stored. Lastly, I will explain how responses will be used and allow participants to review their transcript to prevent misinterpretation.
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	
N/A (this box should expand as you type)	
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:	<i>How you will mitigate the risk to the investigator:</i>
1. Personal health and safety when traveling or meeting unfamiliar individuals. 2. Physical harm during travel or face-to-face interactions. 3. Emotional distress from hearing sensitive or difficult information. 4. Risk of accusation of harm or impropriety by participants.	To mitigate risks, I will conduct interviews in safe, professional settings and inform a trusted contact of the details. I will manage emotional distress by maintaining a balanced schedule and seeking supervision if needed. Clear communication with participants will ensure no accusations of impropriety, and I will disclose any potential conflicts of interest to maintain objectivity.

5. Potential conflict of interest if the investigator has a personal or professional stake in the topic.

(this box should expand as you type)

University/institutional risks

5 For example: adverse publicity, financial loss, data protection

Risk to the University:	How you will mitigate the risk to the University:
1. Reputational Damage 2. Face legal implications	To mitigate risks to the University, I will ensure that all research follows ethical guidelines and university protocols to prevent any reputational damage. I will obtain ethical approval before data collection and handle all data with strict confidentiality to safeguard the University's credibility. To avoid financial loss, I will keep the study within the allocated budget and resources. Additionally, I will comply with all legal requirements, such as data protection laws, and seek legal advice if necessary, to minimize any potential legal implications.

Environmental risks

6For example: accidental spillage of pollutants, damage to local ecosystems

Risk to the environment: N/A (this box should expand as you type)	How you will mitigate the risk to environment: N/A (this box should expand as you type)
---	---

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	YES	NO	N/A

such participants.			
Does your research require you to hold a current DBS Certificate?	☐	☒	☐
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?	

Participants will be provided with a summary of the research findings at the end of the study. This feedback will include an overview of the study's purpose, key outcomes, and how their participation contributed to the research. The feedback will be delivered either verbally (if applicable) or via email, depending on the format of the research. Participants will also have the opportunity to ask questions or request further clarification at this stage. This debriefing will occur immediately after data collection is complete or at the conclusion of their involvement in the study.

(this box should expand as you type)

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.

Participants will receive a detailed information sheet prior to taking part in the research. This document will outline the purpose of the study, what participation involves, any potential risks or benefits, how their data will be used and stored, and their right to withdraw at any time without penalty. Participants will be given time to review this information and ask questions before providing consent. Consent will be documented through a signed consent form (for in-person research) or an electronic consent form (for online research), in compliance with current data protection legislation. No data collection will begin until informed consent has been properly obtained and recorded.

(this box should expand as you type)

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.

1. Participant's actual name will not be used anywhere

2. I will keep participants' identities anonymous by using pseudonyms and removing any identifying information from the study results. All data will be stored securely, and only I will have access to it. Participants' personal details will not be shared in any reports. If I need to include any identifying information, I will ask for their permission first. If full anonymity isn't possible, I will let participants know in advance and ask for their consent.

(this box should expand as you type)

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
"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 1 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:		

Yes, my research involves personal data, including participants' roles, and any responses provided during interviews. All personal identifiers will be removed or anonymized to ensure participants' privacy, and the data will be used solely for academic purposes.		
Does it involve special category data (as defined by the GDPR)?	YES	NO
“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:		
(this box should expand as you type)		

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:	☐	☒
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:

- 1. Anonymization:** I will use pseudonyms and remove identifying details from all data.
- 2. Secure Storage:** I will store data on encrypted devices, with access limited to me.
- 3. Confidentiality:** Any third parties will sign confidentiality agreements.
- 4. Data Sharing:** I will only share data with authorized individuals, like my supervisor.
- 5. Data Disposal:** After the study, I will securely delete or destroy all personal data.

(this box should expand as you type)

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):		
	Electronic Transfer of Data: I will use secure, encrypted methods for transferring data, ensuring it's only shared with authorized individuals. Use of Personal Emails: I will use personal email accounts for research communication.		
22	List all who will have access to the data generated by the research activity:		
	The researcher and the supervisor		
23	List who will have control of, and act as custodian(s) for, data generated by the research activity:		
	The researcher		
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.		
	I will securely store data using encryption to protect it. Access will be restricted to authorized users through strong authentication. I will store the data on both on-site servers and cloud services like AWS or Google Cloud. I will keep the data for as long as needed,		

based on legal requirements, and securely delete or anonymize it once it's no longer required.

(this box should expand as you type)

Please indicate if your data will be stored in the UWTSD Research Data Repository (see <https://researchdata.uwtsd.ac.uk/>). If so please explain. *(Most relevant to academic staff)*

No

(this box should expand as you type)

Confirm that you have read the UWTSD guidance on data management (see <https://www.uwtsd.ac.uk/library/research-data-management/>)

YES



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:	Dumitru Baciuc	Date: 25 October 2025

For STUDENT Submissions:

2	Director of Studies/Supervisor:	Dr. Rameses Manalang	Date: 1 November 2025
3	Signature:	Rameses Manalang	

For STAFF Submissions:

4	Academic Director/ Assistant Dean:		
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 ONLY

Once complete, submit this form via the **MyTSD Doctoral College Portal** at (<https://mytsd.uwtsd.ac.uk>).

RESEARCH 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.

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.