

## Assessment ID/CIPD\_5OS07\_24\_01

### Wellbeing at work



#### LEARNER INSTRUCTIONS

The assessment has been developed to enable you to evidence achievement of the learning outcomes and assessment criteria for **5OS07 Wellbeing at work**.

Each of the learning outcomes (LO) and assessment criteria (AC) for the assessment must gain a pass outcome for you to successfully achieve the unit.

#### Preparation for the assessment

Before you begin the assessment, please access and complete the **topic essentials videos**, **activities** and the **assessment guide video** available via your virtual learning environment (VLE).

#### Completing the assessment

- The assessment contains a series of tasks/questions which are clearly referenced to the relevant assessment criteria.
- Refer to the generic grade descriptor grid at the end of the assessment, which outlines the requirements.
- Evidence must be provided in the main body of the assessment document. If appendices are included, these will not be marked or moderated; however, they may be reviewed by your assessor.
- The assessment must be completed in a professional manner (eg applying business conventions for writing formal reports) and by using Microsoft Word.
- The assessment must be saved as a Word document (.doc or .docx) and not in a PDF format, unless another format is requested within the brief, eg PowerPoint.
- Referencing must be included within each assessment criteria unless stipulated otherwise.
- Harvard referencing system must be used to ensure the original source(s) of quotations or models can be verified.
- You must sign the Learner Declaration of Authentication statement (a photo or scan of your signature is acceptable).

- Your word count allowance is specified against each task. There is a +/-10% allowance on this word count, and you must not exceed this. **If you exceed the overall word count, your work will be returned to you unmarked and you will be allocated a refer grade.**
- **Please note that everything within the main body of your assessment is included within the word count unless otherwise stipulated. This includes any headings or sub-headings, references and words within tables.**
- **You must title your answers using the relevant assessment criteria number. We will be unable to mark your work if it is unclear where one assessment criteria / question ends, and the next assessment criteria / question begins.**
- The bibliography or list of references is **not** included in the total word count.
- Expectations are set out in the marking descriptor grid, which you will find at the end of this document. You must pass all assessment criteria/learning outcomes to successfully achieve this unit.

- **You must update the version of your assessment which includes the tutor feedback.**
- **Please ensure you do not change any of the assessment criteria where you have received a mark of a 2 or above. Only amend sections of your assessment where you have been awarded a mark of a 1 (Refer), taking into account your tutor feedback whilst remaining within the allocated word count.**
- When updating any AC which has received a mark of a 1, please strike through all of the original text using the strikethrough key so the text to be 'removed' appears like this. You will need to rewrite your full answer below the original text using a different colour to the original submission, **so the new text appears like this.** This clearly shows what was in the original submission and what has been added.
- Please do not use track changes as these are not permitted.
- Before you resubmit your assessment, please ensure you refer back to the Topic Essentials, Assessment briefing webinar or the Assessment guide video, and the learner resource zone, as these will support you with any changes needed to achieve a pass grade.
- Please ensure you have fully addressed all parts of the assessor feedback before you upload your resubmission to the VLE.

You can contact your Support Tutor via the VLE for further assessment guidance if needed or email the team at [cipdsupport@mollearn.com](mailto:cipdsupport@mollearn.com), who will be able to respond to any administrative questions.

**If you receive a Refer grade for your assessment you will have three weeks to resubmit from the date your feedback is released. Please note your assessment resubmission will be capped at a Low Pass.**



## LEARNER INFORMATION

Please write clearly in block capitals.

Centre name and number	MOL –531
Learner CIPD membership number	
Learner surname	
Learner other names	
Unit code and title	5OS07Wellbeing at work
Assessment ID	CIPD_5OS07_24_01
Assessment due date	To be completed by the centre
Assessment submission date	To be completed by the centre
First Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Second Assessment re-submission date for centre marking (if applicable)	To be completed by the centre
Declared word count	
Declared learning difficulty	Please stipulate your learning difficulty if applicable.
Assessor name	
Assessor signature	
IQA name (if applicable)	
IQA signature(if applicable)	

Declaration by the learner (this box must be signed—not typed—or your assessment will not be accepted)

<b>Learner name</b>			
<b>Learner statement of authenticity</b>	<p>I can confirm that:</p> <ol style="list-style-type: none"> <li>1. This assessment is all my own work.</li> <li>2. Where I have used materials from other sources, they have been properly acknowledged and referenced.</li> <li>3. I have not used Artificial Intelligence tools to generate content for my assessment.</li> </ol> <p>I understand the consequences of <a href="#">malpractice</a> and accept that any violation of this agreement may result in disciplinary action.</p>		
<b>Standardisation</b>	I am aware my assessment may be chosen for standardisation purposes on the understanding that the content will be anonymised.		
<b>Signed</b>		<b>Date</b>	

Declaration by the centre

<b>Centre statement of authenticity</b>	<p>On behalf of the centre, I confirm that the above mentioned learner is registered at the centre on a CIPD programme of study.</p> <p><b>I confirm that</b></p> <ul style="list-style-type: none"> <li>• the learner's work was conducted under the conditions laid out by the assessment brief</li> <li>• I am satisfied that, to the best of my knowledge, the work produced is solely that of the learner</li> </ul>		
<b>Name</b>	Janet Brown	<b>Role</b>	Quality Manager
<b>Signed</b>		<b>Date</b>	

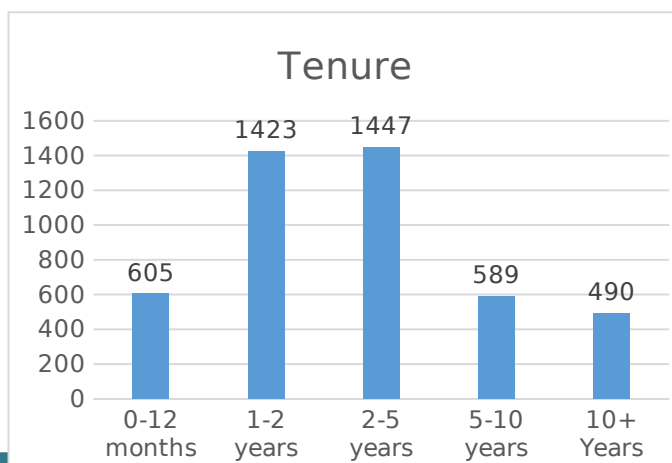
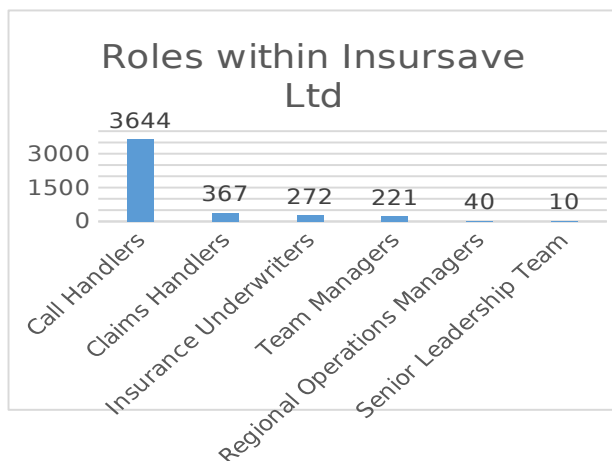
This unit explores the importance of wellbeing in the workplace and the relationship with people practices and organisation strategy. The design and development of effective wellbeing programmes is examined to meet people and organisational requirements.

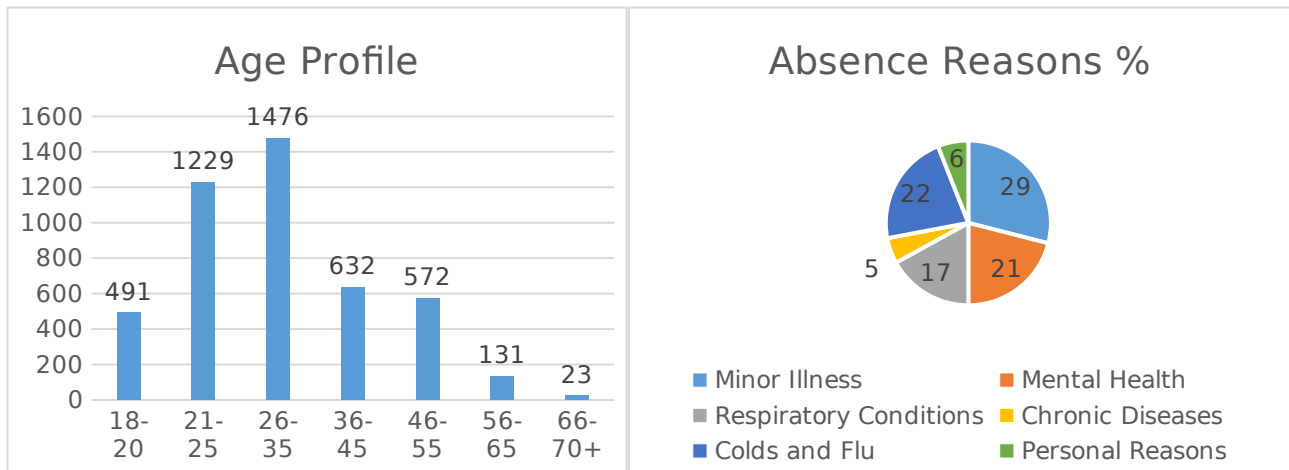
Insursave Ltd is a growing insurance company that provides a range of products and services to customers mainly in the 25-70 age range, covering home, car and personal insurance need.

The company has operated across three sites in the UK: Edinburgh, Bristol and Peterborough and following a recent acquisition it now has a fourth site in Leeds bringing the current workforce from 3347 to 4554 employees.

The vast majority of the workforce consists of front-line call handlers which is the entry level role to the business. There are also specialist insurance claims handlers and underwriters as well as three tiers of managerial roles. The senior leadership team (SLT) has expressed concerns about the level of inexperience amongst the workforce following two years of high attrition after the pandemic and more recently the increase in sickness absence.

The following charts outline the types of roles, age profiles and tenure across the business as well as current absence reasons.





The cost of attrition, absence and constant recruitment to replace leavers has become a major challenge for the business. The SLT believes that the best support and service to customers comes from a healthy and stable workforce with knowledgeable employees who understand the products and services.

The Senior Leadership Team has asked you to provide a written paper about wellbeing.

Part one of the paper will explain the value of wellbeing and the factors that are relevant to the workplace.

Part two of the paper will include a bespoke proposal for an employee wellbeing programme that targets key employee groups. The programme must be suitable for Insursave Ltd and the role that key stakeholders would play in improving wellbeing at work.

Having carried out some research and an anonymous survey you have identified that:

- employee attrition was higher post the pandemic but has recently stabilised to pre pandemic levels
- there is a higher number of new employees with less than five years' service; these tend to be within the younger age profile of under 30-year-olds
- muscular skeletal absence reasons are more prevalent in the higher age profiles
- mental health absence is more prevalent in the age groups over 26 years and with longer serving employees
- a recent employee engagement survey stated that managers did not feel equipped to support mental health and well-being at work in particular for colleagues suffering from chronic illnesses
- management capability varied between new managers who felt ill equipped and lacked confidence to deal with people issues relating to absence and well-being and those longer serving who adapted a more caring approach but did not adhere to company policies for managing long-term absences

## » WRITTEN PAPER – PART ONE

Part one of the paper should cover a wide understanding of wellbeing and its relevance to the workplace and should respond to the questions one to six below. Your responses should be wide ranging, making use of academic theory and thinking, and include practical examples to illustrate your points.

Whilst you can refer to the case study in your responses, it is not a requirement to do so in this part of the paper. It is more important to demonstrate the breadth of your knowledge and understanding.

To help the reader, please make use of headings and assessment criteria references to signpost the criteria being addressed by your response. You should also ensure that references and sources drawn upon are acknowledged correctly and supported by a bibliography.

### Questions one to six

1. Explain **two** key 'wellbeing' theories, including how they can be applied to current issues of wellbeing in the workplace. (AC 1.1)
2. Discuss, with examples, how wellbeing can be managed to support organisational goals. (AC 1.2)

3. Assess the benefits of adopting wellbeing practices in organisations. (AC 1.3)
4. Evaluate the contribution made by key stakeholders (listed below) to improving wellbeing at work.
  - People professionals
  - Leadership and management
  - External partners (AC 2.1)
5. Discuss how wellbeing can interact with other areas of people management practice. (AC 2.2)
6. Analyse how organisational context shapes wellbeing. (AC 2.3)

### **Written paper – Part one**

#### **Your evidence must consist of:**

- Part one of a written paper covering questions one to six (2000 words +/- 10%)

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

## » WRITTEN PAPER – PART TWO

Part two of your paper should respond to questions seven to ten below. Your responses should relate specifically to the Insursave Ltd case study provided above.

To help the reader, please make use of headings and assessment criteria references to signpost the criteria being addressed by your response. You should also ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

#### **Questions seven to ten:**

7. Assess Insursave Ltd's needs in relation to employee wellbeing and identify **two** wellbeing initiatives that would help address these needs. (AC 3.1)
8. Design (in summary form) a wellbeing programme/initiative that would address **one** area of Insursave Ltd's needs. Your design summary should include the need being addressed, the key components of the programme, the people involved/affected, and the potential wellbeing benefits to be gained. (AC 3.2)
9. Explain how your wellbeing programme would be implemented in a way that is suitable for Insursave Ltd. (AC 3.3)
10. Explain how your Insursave Ltd wellbeing programme would be evaluated and monitored. (AC 3.4)

### **Written paper – Part two**



**Your evidence must consist of:**

- Part two of a written paper covering questions seven to ten. Your summary design of the wellbeing programme/ initiative should be included, at question eight, within the overall paper. (1900 words +/- 10%)

It is essential that you relate to academic concepts, theories and professional practice for the tasks to ensure that your work is supported by analysis. Please ensure that any references and sources drawn upon are acknowledged correctly and supported by a bibliography.

**INSERT YOUR ANSWER IN THE SPACE PROVIDED BELOW.**

(Please provide your word count at the end of your completed work for this task.)

## **Part 1**

### **1.1 Two key ‘wellbeing’ theories**

Two key wellbeing theories which can be applied to the workplace wellbeing at the workplace, especially in the Insursave Ltd, a growing insurance company in the UK, are “Job Demands-Resources (JD-R) Model” and “Self-Determination Theory (SDT)”.

**Job Demands-Resources (JD-R) Model:** The JD-R model mostly suggests that high job demands can directly lead to burnout, but job resources such as recognition and support can directly buffer these effects (Bakker & De Vries, 2021). This model mostly highlights the effectiveness of balancing resources and demands to sustain health and well-being in this present competitive business platform. For example, in Insursave Ltd, with rapid growth, employees mostly face enhanced workloads. To counteract stress, this insurance organisation can directly give mental health support, introduce recognition programs and implement workload management techniques to keep employees engaged.

**Self-Determination Theory (SDT):** SDT, which has been developed by Ryan and Deci, emphasises three psychological needs, including relatedness, competence and autonomy. These are necessary for both well-being and motivation. As per the opinion of Olafsen et al., (2025), within the workplace, employees directly thrive when they have full control over their tasks (autonomy), a sense of belonging (relatedness) and opportunities to develop skills (competence). For instance, managers of Insursave Ltd can enhance autonomy by allowing flexible work arrangements and increase competence through strengthening relatedness and professional development.

### **1.2 Well-being can be managed to support organisational goals**

**Reducing Absenteeism and Staff Turnover:** Poor well-being and high stress mostly contribute to high employee turnover and absenteeism, which can be costly for organisations (Sanchez-Gomez et al., 2021). In order to provide a positive work environment, work-life balance and mental health support can directly reduce these issues. For example, Deloitte as an MNC mostly offers “employee assistance programs (EAPs)” to directly help workers manage stress, which leads to minimum employee turnover rates (**Refer to bibliography 1**). Similarly, as one of the important insurance companies, Insursave Ltd, can adopt similar kinds of initiatives to reduce recruitment costs and retain talent.

**Increasing Employee Engagement and Productivity:** Employee well-being is directly linked to productivity and engagement. As pointed out by Gabriel & Aguinis, (2022), when employees feel physically and mentally well, they are more efficient and motivated. For instance, Google directly gives effective wellness programs, including mindfulness sessions and on-site fitness centers, to keep employees focused and energised (**Refer to bibliography 2**). However, organisations like Insursave Ltd, a growing UK insurance company, can implement mental health support and flexible working hours.

**Building a Positive Workplace Culture:** A strong and potential well-being strategy enhances collaboration, job satisfaction and a culture of trust (Bella, 2023). For instance, Unilever mostly promotes career development programs and healthy work-life balance that foster commitment and employee morale. Similarly, Insursave Ltd can make a well-being-focused culture by recognizing employee achievements, promoting a sense of belonging and encouraging open communication.

### **1.3 Benefits of adopting well-being practices in organisations**

**Reduced Absenteeism and Healthcare Costs:** According to Izdebski et al., (2023), burnout, poor physical health, and stress mostly contribute to high absenteeism rates that lead to financial losses and disruptions. Through investing in preventive measures such as mental

health support, stress management programs and ergonomic workplaces, companies can decrease healthcare expenses and absenteeism. For instance, Johnson & Johnson mostly implemented a corporate wellness program, which resulted in an effective drop in medical costs and employee health risks.

**Increased Employee Engagement and Productivity:** Wellbeing initiatives mostly help employees feel supported and valued, leading to higher productivity and motivation. As pointed out by Salas-Vallina et al., (2021), when employees are mentally and physically well, they are more engaged in their work, that boosts overall organisational performance. For instance, Google invests in key “wellness programs” such as on-site fitness and mindfulness training centres to increase creativity and focus.

**Stronger Organisational Reputation and Culture:** A well-being-focused culture enhances innovation, collaboration and trust, making the organisation more appealing to investors, clients and potential employees. Businesses with potential and strong well-being practices are seen as socially and ethically responsible. For example, Unilever mostly emphasises employee well-being as a part of its sustainability agenda, improving both external brand reputation and internal culture (**Refer to bibliography 3**). In case Insursave Ltd directly integrates well-being into its core values, it can gain a competitive edge and set up a stronger employer brand in the insurance industry.

**Improved Employee Retention and Talent Attraction:** A workplace which prioritises well-being makes a positive employee experience, reducing turnover rates and enhancing job satisfaction. According to Pappas et al., (2022), high employee turnover can be much costly due to training expenses and recruitment in this present business context. In this perspective, it can be mentioned that Insursave Ltd can increase retention by offering professional development programs and work-life balance initiatives to increase loyalty as well as attract skilled professionals.

## 1.4 Contribution of stakeholders to improving wellbeing at work

Well-being at work has been a shared responsibility among several stakeholders, each playing an important role in enhancing a supportive and healthy work environment. The contributions of leadership and management, external partners and people professionals are necessary in ensuring employees' mental, physical and emotional wellbeing.

**Role of Leadership and Management:** Leadership and management have one of the significant impacts on workplace well-being as they set the key tone for organisational culture. Their approach to well-being can determine whether employees feel supported, motivated and valued. As per the opinion of Haricharan, (2023), leaders who directly prioritise well-being enhance a positive work environment, whereas improper leadership can contribute to burnout and stress. Senior executives must relatively integrate well-being into the organisation's core values, confirming that it is not treated as a secondary concern. For example, at Insursave Ltd, leaders can directly demonstrate their commitment by recognizing employee achievements, promoting open communication and encouraging a healthy work-life balance. A proper and effective approach must be managers' daily checking within their teams, as well as ensuring that workloads are much manageable. In other words, Fey et al., (2022), stated that middle managers mostly play an important role in relatively implementing well-being techniques at an operational level. Therefore, it refers that through enhancing a well-being-focused leadership culture, businesses can reduce turnover, improve employee morale and increase overall business performance.

**Role of People Professionals:** People professionals, including wellbeing specialists and HR teams, are at the heart of workplace wellbeing initiatives. Both well-being specialists and HR teams implement and develop policies which promote employee engagement, satisfaction and health (Sypniewska et al., 2023). Their responsibilities mostly include facilitating mental health support, designing wellness programs as well as ensuring compliance with safety regulations

and occupational health. For example, people professionals at Insursave Ltd., an enhancing UK-based insurance company, can introduce initiatives such as flexible working arrangements, wellness workshops and “employee assistance programs (EAPs)” to improve work-life balance and reduce stress. They also play an important role in training managers to ensure that policies and support employees' well-being are not only in place but also efficiently practiced. Furthermore, Elufioye et al., (2024), mentioned that HR teams analyse and collect employee feedback through well-being assessments and surveys to identify areas for development. Through proactively addressing employee concerns, they directly contribute to a more productive and supportive work environment.

***The Role of External Partners:*** External partners, such as mental health professionals, occupational health providers and wellbeing consultants, bring specialised expertise to foster wellbeing initiatives (Lloyd et al., 2025). They mostly offer effective resources, insights and training that internal teams may not have the key capacity to provide. For instance, organisations like Deloitte directly collaborate with external well-being consultants” to offer “mental health awareness training” for both managers and employees. In addition, it further refers that Insursave Ltd can directly partner with external wellness providers to introduce fitness programs, counselling services and resilience training workshops. These partnerships can help employees build emotional resilience, develop overall well-being and manage stress. Another effective external stakeholder group includes industry regulators and government bodies that provide frameworks and guidelines for workplace well-being. According to Won et al., (2024), compliance with regulations such as “Health and Safety Executive (HSE)” guidelines within the UK confirms which organisation adheres to best practices in employee safety and health. Businesses can collaborate with nonprofit businesses that promote mental health awareness to implement mental health campaigns as well as provide resources for employees facing issues.

The key combined efforts of leadership, people, professionals and external partners make a comprehensive approach to workplace wellbeing.

### **1.5 Wellbeing can interact with other areas of people management practice**

Workplace well-being is deeply interconnected with several areas of people management, influencing employee engagement and performance as well as overall organisational success. As per the opinion of Hoxha et al., (2024), effective people management practices which integrate well-being initiatives make a positive work environment, improving job satisfaction and reducing stress.

***Well-being and Employee Engagement:*** A positive well-being strategy enhances larger engagement through making employees feel supported and valued. When employees experience high levels of stress, it leads to higher turnover and lower morale as well as their engagement declines. Companies like Google integrate well-being initiatives such as mindfulness programs, recognition schemes, and flexible working to increase engagement (Smith, 2024). Similarly, Insursave Ltd can introduce flexible schedules, mental health resources as well as social events to manage a committed and motivated workforce.

***Well-being and Performance Management:*** Employee well-being directly affects productivity, job satisfaction and productivity. When employees feel physically and mentally well, they are more motivated and engaged to meet performance targets. According to Pudjono et al., (2025), “traditional performance management” focuses on output, but relatively integrating wellbeing confirms a more supportive and sustainable approach. For example, Insursave Ltd, an increasing UK insurance firm, can include well-being check-ins as part of overall performance reviews, ensuring that employees receive support rather than face undue pressure.

**Well-being and Diversity & Inclusion (D&I):** Well-being initiatives must be accessible and inclusive to employees from diverse backgrounds (Ezeafulukwe et al., 2024). Several groups may experience innovative workplace issues, requiring tailored support and well-being. For instance, Insursave Ltd can mostly implement mental health support for cultural awareness training, neurodiverse employees and policies that accommodate several needs, ensuring a supportive and fair workplace for all.

**Well-being and Learning & Development (L&D):** Career development and training opportunities contribute to well-being through increasing employees' confidence, job satisfaction and competence. When employees feel that they are progressing in their careers, their motivation increases and their stress levels decrease.

Through integrating well-being into people management practices, businesses can easily set up a more engaged, healthier as well as effective workforce, ultimately driving business success.

## **1.6 Analyse how organisational context shapes wellbeing**

The organisational context, including industry demands, company culture, external influences and leadership style, mostly plays an important role in shaping employee well-being. Factors such as job security, workload and company values determine how well employees can manage mental resilience and a healthy work-life balance.

**Job Security and Employee Wellbeing:** Job security effectively impacts mental well-being. According to Lawolo et al., (2024), employees in unstable roles that frequently require restructuring may experience decreased motivation and anxiety. Organisations that provide transparent communication about fair reward systems, career growth opportunities, and similarly job stability enhance a sense of trust and security. For instance, at Insursave Ltd,



offering regular performance feedback and clear career progression paths can help employees feel more confident about their future, decreasing workplace anxiety.

**Industry Demands and Workload:** Different industries mostly present several levels of workplace stress. According to Alkhudhayr & Aljabr, (2024), high-pressure sectors such as insurance, finance as well as healthcare often need employees to meet demanding targets, that can lead to exhaustion and stress. For instance, Insursave Ltd, employees handling complex insurance claims may directly experience workload-related stress that impacts their mental health.

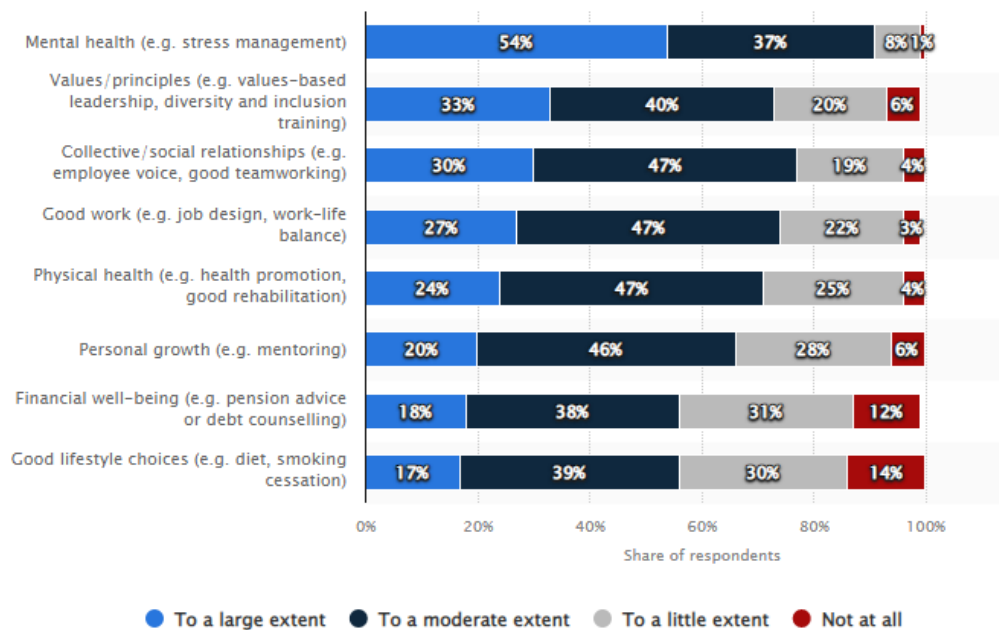
**Organisational Culture and Leadership:** An organisation's culture defines how well-being is prioritised and perceived. As per the opinion of Maple et al., (2024), organisations with open and supportive cultures encourage employees to discuss necessary breaks and mental health concerns as well as seek support without fear of stigma. For instance, Insursave Ltd, if senior leaders effectively encourage open discussions on stress management and promote flexible work arrangements, employees will feel more supported and valued. In other words, in a high-pressure work culture that prioritizes productivity over well-being, employees may disengage and experience burnout.

## Part- 2

### 2.1. Assessment of Insursave Ltd's needs for employee wellbeing and two wellbeing initiatives

Insursave Ltd is struggling with critical employee well-being challenges which affect their workforce stability, customer service quality along organisational performance. In relation to employee wellbeing, this company needs to address mental health-related issues along with

improvement in its managerial capability. According to Kim & Jung (2022), mental health issues affect the working capability of employees, reducing the overall performance of the organisation. 26-year-old employees' mental health-related absence has been highlighted which requires wellbeing support along with longer tenure. On the other hand, Maben et al., (2023) shed light on the importance of addressing the reason behind managers' lack of confidence, leading to inconsistencies in support. A structured training program with empathy and procedural knowledge is necessary to equip managers to develop strong management capabilities. Figure 1 presents the mental health-related issues in the UK organisation is maximum, which is 54% and leadership-related challenges is around 33% which needs essential initiatives to improve employee mental health with well-being (Statista, 2024).



**Figure 1: Organizations' focus on promoting health and well-being**

(Source: Statista, 2024)

In order to meet these needs of Insursave Ltd, a structured “Mental Health and Wellbeing Support Programme” can be organised to manage the mental health-related gaps by equipping selected employees with required skills and signpost colleagues, who are mainly struggling with

mental challenges due to work pressures. According to Baskar et al., (2021), the "*Employee Assistance Programme (EAP)*" is one of the suitable initiatives that could develop confidential counselling to ensure wellbeing resources to all employees. Flexible working time is also essential for which Insursave Ltd can introduce hybrid working scheduling for employees who are struggling with stress and burnout-like challenges (Haque, 2023). In this initiative, a peer support network can be established from which employees can seek guidance, achieving concerns about well-being.

On the other hand, Bouzikos et al., (2022) stated that "*Ergonomic and Physical initiatives*" programs are also essential and can be conducted through organising "Workstation Assessments" and "Virtual or On-Site Physiotherapy" support. Regular ergonomic assessments would inform older staff about posture support and desk arrangements whereas On-Site support initiatives would deliver access to physiotherapists to guide employees in managing musculoskeletal issues. Insursave Ltd should focus on improving structured movement and short breaks during shifts or long working hours. This could include wellness activities such as optional stretching to reduce physical strain. Another initiative that Insursave Ltd can provide employees is offering advice about life as well as work to balance stress and manage personal life effectively. According to Kim & Jung (2022), by providing gym memberships, productivity tools and flexible working hours, employees can be encouraged to create boundaries between home and work life. These initiatives are helpful for the company to improve and encourage the lifestyle of all employees which can deliver effective capability for work improving the overall performance (***Refer to bibliography 4***). However, a suitable leadership framework should be adopted to improve the management capabilities for handling wellbeing initiatives for employees.

## 2.2 Design (in summary form) a wellbeing programme that addresses one area of Insursave Ltd's needs.

### Area to address

The wellbeing programme for Insursave Ltd's needs would address the area of mental health concerns which is a critical challenge, affecting employees with age more than 26 years or employees with longer tenure. In order to address this challenge, reduction of absenteeism, positive workplace development and employee engagement have been highlighted.

### Key components

**Mental health awareness training:** Mandatory training sessions could be built for handling mental health-related challenges among employees. According to Maben et al., (2023), this would guide the managers in determining early signs of burnout stress, and anxiety.

**Stress Management Initiatives:** A hybrid or flexible working culture within Insursave Ltd could help to accommodate the mental health needs of employees. Onsite relaxation spaces and work-life balance culture have been prioritised to reduce employee turnover rates.

**Engagement and productivity:** The Employee Assistance Programme (EAP) is a wellbeing initiative to deliver valuable resources to the employees that can make employees feel valued, encouraging them to motivation and productivity (Baskar et al., 2021). Close collaboration with HR and leaders for developing supportive policies would ensure smooth reintegration for higher employee engagement.

### Involved people

**Senior Leadership Team:** These leaders play a crucial role in providing strategic direction, decision-making, funding and commitment towards mental health support (Mirbahaeddin &

Chreim, 2022). They are significant stakeholders of Insursave Ltd in addressing mental health concerns about 26+ aged employees or those who are working for a longer tenure.

**Employees:** The complete assessment is based on employee well-being so they are the major part of this study as well as Insurance Ltd. Their engagement in the EAP and participation in peer support programs can deliver valuable feedback to improve the quality of the initiatives (Zhang et al., 2024).

**External Partners:** Mental health professionals and wellbeing consultants can be considered as external partners of Insurance Ltd who provide counselling services and best guidance for both managers as well as employees, fostering a healthy and cultured workplace.

### **Potential well-being benefits**

The above-discussed factors can deliver potential benefits to Insurance Ltd in some specific ways and are highlighted here.

**Well-being and Performance Management:** The potential capability of employees would be enhanced with job satisfaction and productivity rates. According to (Zhang et al., 2024), a more motivated work culture would be observed by integrating EAP-like initiatives.

**Diversity & Inclusion (D&I):** Cultural awareness training could be effective in enhancing the cultural perspectives and employee hiring perceptions so that top talents could be hired regardless of their background, strengthening the mental health of employees over age 26. **Improved Employee Retention:** A strong mental health initiative fosters loyalty, specifically for long-serving employees (Haque, 2023). This would help to reduce the resignation rate and retention of experienced as well as well-trained employees for a longer period.

### 2.3. Ways of implementing a well-being program for Insurance Ltd.

The well-being development program would be implemented in some phases to secure an effective leadership team along with key stakeholders as discussed below and presented through the figure.



**Figure 2: Ways of implementation**

(Source: Author's creation)

#### ***Phase 1: Organising program and leadership buy-in***

This is the first step in which establishing leadership buy-in is significant involving key stakeholders along with effective organisational senior leaders. According to Narayan et al., (2021), the establishment of a sterling committee is essential which would involve HR managers and other well-being professionals from each of the departments.

This phase of the initiative programme would ensure alignment of the business goals with corporate employees' values (***Refer to bibliography 5***).

#### ***Phase 2: Communication***

At this phase development of clear communication is extremely important to concern about specific initiatives. The communication process would include company-created email and

intranet updates to launch wellbeing events at each side of the organisation (Kong et al., 2022). Regular updates should be provided to all the stakeholders of the company via newsletters. Fobbe & Hilletoft (2023) identified that team meetings could also be organised to circulate the update encouraging stakeholder engagement. A well-being ambassador should be established as an efficient network for the company to promote peer support and enhance awareness about the company, its services, and organisational communication.

### ***Phase 3: Managerial Training***

The case study of Insursave Ltd showed that managers did not feel equipped to handle the mental health and well-being of employees due to which colleagues and other staff faced challenges to achieve a caring workplace environment. According to Maben et al., (2023), mandatory training programmes should be provided to the leaders of managers of the company to handle well-being concerns effectively. This would include stress management, mental health first aid along chronic illness support (***Refer to bibliography 4***). Managerial training within the initiative could help to guide the company policies in case of absence management which would improve the confidence of the leaders to handle people-related challenges.

### ***Phase 4: Targeted Employee Support***

Specific initiatives would be launched to address all the wellbeing concerns. The "Employee Assistance Programme (EAP)" is efficient in developing confidential counselling for employees as a stress management service in terms of mindfulness sessions. According to (Dutta, 2024), this face would include organising on-site physiotherapy consultations and stretching breaks like workstation assessments to raise concerns about musculoskeletal health. Adjustment of shifting patterns and flexible working options with remote working could be introduced at this phase to support the overall initiative, improving work-life balance and encouraging employee capability.

## ***Phase 5: Monitoring and Continuous Improvement***

In order to maintain the programme's effectiveness, absenteeism rates, attrition rates and satisfaction surveys could be considered as key metrics to monitor the rate of initiative success. According to Niks et al., (2022), feedback loops would create a crucial role in this case, to collect personal and experiential insight of managers as well as employees regarding the initiative's usefulness. The wellbeing committee of Insursave Ltd would review and evaluate all these insights quarterly to make necessary improvements. Through the overall steps, Insursave Ltd would foster a healthier and more productive workforce, developing wellbeing concerns and improving employee retention.

### **2.4. Evaluation and Monitoring of Insurance Ltd's wellbeing programme**

The proposed employee program can be evaluated and monitored through some specific frameworks to ensure its effectiveness. Keep performance indicators, collect employee feedback and continuous improvement at the major key insights which deliver information about the evaluation of Ltd's success factors.

#### ***Key Performance Indicators (KPIs):***

<b>Employee Attrition</b>	<ul style="list-style-type: none"><li>• The reduced attraction rate is 18% within 12 months</li><li>• Quarterly tracking to understand the resignation patterns of under 30 years old employees, specifically for newly hired employee</li></ul>
<b>Absence Rates</b>	<ul style="list-style-type: none"><li>• Arte of Musculoskeletal absences rate is a 10% reduction in 12 months</li><li>• Mental health-related absence rate is 20% in 1 year</li></ul>



	<ul style="list-style-type: none"> <li>HR reports monitoring categorized by tenure, age and proper reasons (Kim &amp; Jung, 2022)</li> </ul>
<b>Managerial Competence</b>	<ul style="list-style-type: none"> <li>Pre- and post-training assessment on wellbeing policies</li> <li>80% of leaders of the company should score above 75 as a well-being supporter and effective handling capability after the training programs</li> </ul>
<b>Wellbeing Index</b>	<ul style="list-style-type: none"> <li>Biannual Employee Engagement and evaluation by 1-5 Likert scale</li> <li>Employee engagement improvement by 10% from current baseline within 1 year</li> <li>Focus group discussions with more attention to analysing feedbacks (Richard et al., 2021)</li> </ul>

**Table 1: KPI for initiative's success measures**

(Source: Author's creation)

### ***Employee Feedback Mechanisms***

Implementation of regular feedback loops would help to ensure the well-being initiative programs' effectiveness and responsiveness to employee needs.

**Focus Groups** – This could be developed for conducting a discussion with organisational employees across different departments to achieve qualitative insights and the needs of the employees (Richard et al., 2021).

**Pulse Surveys** – These are the short monthly surveys to understand perceptions of employee well-being focusing on their mental health condition and working hour preferences

**Exit Interviews** – These interviews could be conducted to evaluate wellbeing concerns and their contribution to employee engagement or leaving the company (Richard et al., 2021).

## ***Continuous Improvement***

a “*Plan-Do-Check-Act (PDCA)*” cycle could be followed to ensure continuous evaluation and improvement of the initiatives:

**Plan** – Wellbeing targets that equip the senior leadership team (SLT) to handle wellbeing initiatives for employees (Mirbahaeddin & Chreim, 2022).

**Do** – Implementation of the required initiative programs such as EAP, Ergonomic and Physical initiatives and manager training to support mental health.

**Check** – Review evaluation through KPIs and feedback, implementation of Real-time absence tracking (Fobbe & Hilletoft, 2023).

**Act** – Adjustment of initiatives, evaluating KPI outcomes. Decision-making approach through evidence-based improvements to deliver successful interventions.

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*Use the space below to include any sources referred to but not directly cited (eg books, articles, websites) within your assessment.*

<b>TO BE COMPLETED BY THE ASSESSOR</b>			
<b>Centre name</b>	MOL	<b>Centre number</b>	531
<b>Learner name</b>			
<b>Membership number</b>	<i>Please enter the learner's number here. Must be the first 7 digits of CIPD membership number</i>		

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**ASSESSMENT MARKSHEET**

**LO1** Understand wellbeing and its relevance to workplaces.

**LO2** Understand how wellbeing is shaped by the organisation's internal and external context.

**LO3** Be able to design, develop and implement a wellbeing programme.

**Note to Assessor:** Please enter a **mark** for each AC. You need only provide **feedback** where you have awarded a mark of **1**. This feedback must be developmental. Where a learner has received a refer against an AC, on resubmission you can only allocate a maximum mark of a 2 against that AC if successfully achieved and an overall Low Pass grade.

Assessment Criteria Written paper - Part One		Assessor Feedback	Mark 1-4
1.1	Explain issues and key theories in wellbeing at work.		
1.2	Discuss how wellbeing can be managed to support organisational goals.		
1.3	Assess the benefits of adopting wellbeing practices in organisations.		
2.1	Evaluate key stakeholders' contribution to improving		

	<b>wellbeing at work.</b>		
2.2	<b>Discuss how wellbeing interacts with other areas of people management practice.</b>		
2.3	<b>Analyse how organisational context shapes wellbeing.</b>		

<b>Assessment Criteria</b> <b>Written paper – Part Two</b>		<b>Assessor Feedback</b>	<b>Mark 1-4</b>
3.1	<b>Identify wellbeing initiatives in relation to an organisation's needs.</b>		
3.2	<b>Design a wellbeing programme relevant to the organisation.</b>		
3.3	<b>Explain how you would implement a wellbeing programme suitable for the organisation.</b>		
3.4	<b>Explain how a wellbeing programme can be evaluated and monitored.</b>		

**Note to assessor:** Please use the below box to summarise your feedback on the assessment overall. Please ensure you highlight strengths and any areas for improvement, either referring to specific (good or requires improvement) ACs or commenting more generally across the assessment.

(Please use a different **font colour** for any resubmission comments)

OVERALL FEEDBACK SUMMARY

<b>Total Marks for Unit</b> <i>(your grade is provisional until moderated and confirmed by the CIPD)</i>		<b>Grade</b>	
<b>Total Marks for first Resubmission</b> <i>(your grade has been capped and remains provisional until moderated and confirmed by the CIPD)</i>		<b>Capped Grade</b>	
<b>Total Marks for second Resubmission</b> <i>(your grade has been capped and remains provisional until moderated and confirmed by the CIPD)</i>		<b>Capped Grade</b>	

	Submission	Resubmission 1	Resubmission 2
<b>Assessor name</b>			
<b>Assessor signature*</b> <i>I confirm that I am satisfied that to the best of my knowledge, the work produced is solely that of the learner.</i>			
<b>Date</b>			

**\*This must be a true signature, so a handwritten signature, or a photo or scan of a handwritten signature, or an e-signature. A typed signature is not acceptable.**

You will receive a **Low Pass/Pass/High Pass/Refer/Fail** result at unit level.

Assessors will provide a mark from 1 to 4 for each of the assessment criteria in the unit.

The marking descriptor grid is provided here as guidance. This will provide you with feedback that is developmental.

**To pass the unit assessment you must achieve a 2 (Low Pass) or above for each of the learning outcomes/assessment criteria.**

Mark	Range	Descriptor
1	Refer/Fail	The response DOES NOT demonstrate sufficient knowledge, understanding or skill (as appropriate) to meet the AC. Insufficient examples included where required to support answer. Insufficient or no evidence of the use of wider reading to help inform answer. Presentation or structure of response is not appropriate and does not meet the requirement of the question/assessment brief.
2	Low Pass	The response demonstrates an acceptable level of knowledge, understanding or skill (as appropriate) to meet the AC. Sufficient acceptable examples included where required to support answer. * Sufficient evidence of appropriate wider reading to help inform answer. Satisfactory in-text referencing. Answer is acceptable but could be clearer in responding to the question/task and presented in a more coherent way. Required format adopted but some improvement required to the structure and presentation of the response.
3	Pass	The response demonstrates a good level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes confident use of examples, where required to support the answer. * Good evidence of appropriate wider reading to help inform answer. A good standard of in-text referencing. Answer responds clearly to the question/task and is well expressed. Presentation and structure of response are appropriate for the question/task.
4	High Pass	The response demonstrates a wide and confident level of knowledge, understanding or skill (as appropriate) to meet the AC. Includes strong examples that illustrate the points being made and support the answer. * Considerable evidence of appropriate wider reading to inform answer. An excellent standard of in-text referencing. Answer responds clearly to the question/task and is particularly well expressed or argued. Presentation and structure of response are clear, coherent, and respond directly to the requirements of the question/task.

The total mark achieved will dictate the grade you receive for the unit, provided **NONE** of the assessment criteria has been referred.

Overall mark	Unit result
0 to 19	Refer/Fail
20 to 25	Low Pass
26 to 32	Pass
33 to 40	High Pass