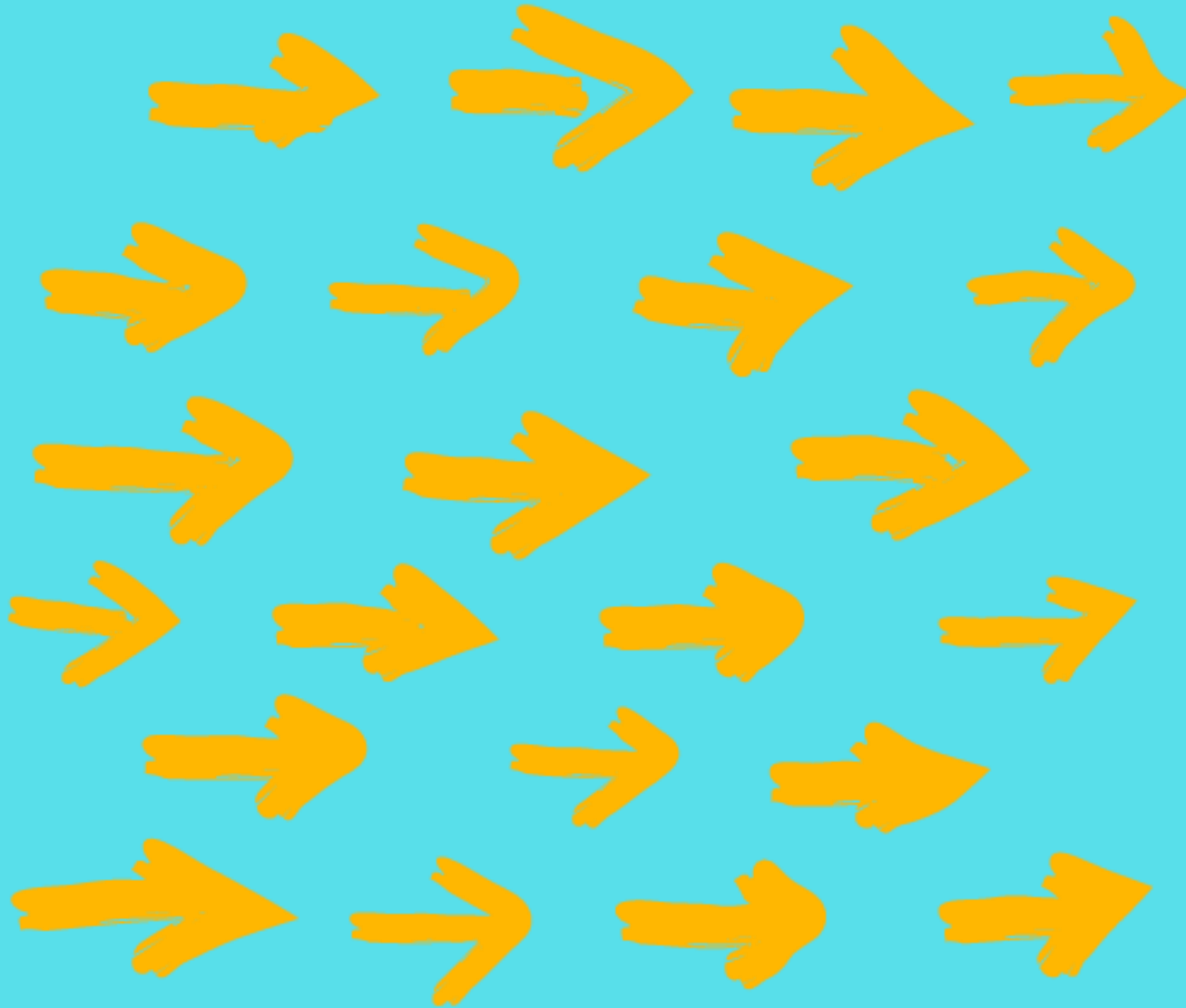


## Wellbeing as a Strategic Imperative: The new ROI for Employers

George Hanna  
Regional Head of Market Development



# Championing better work and working lives

## Our vision

A world of work without barriers...

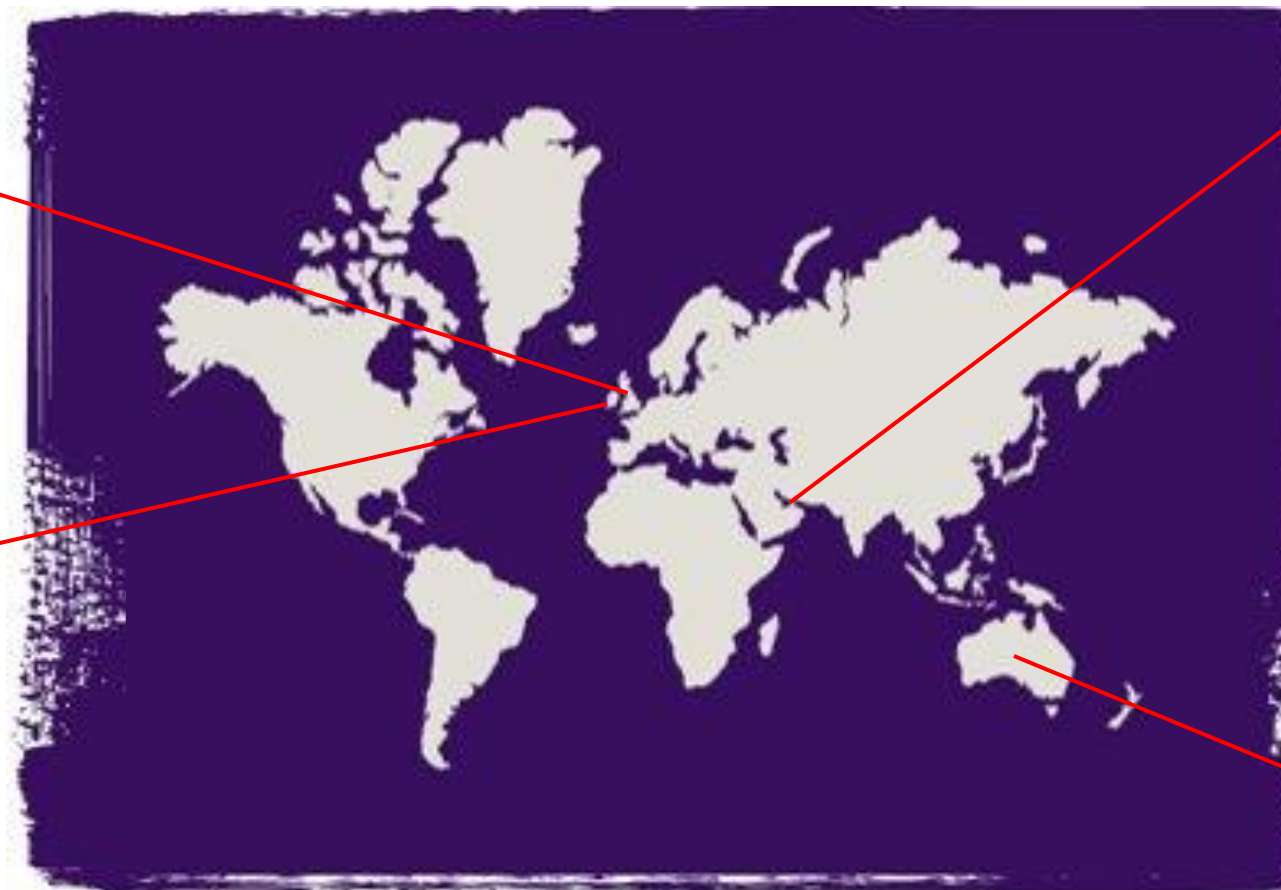
Fair and inclusive workplaces, everyone can reach their potential...

The people profession can make this happen...

# Our Global Reach: 160,000 members

**United Kingdom:** our international HQ

**Ireland**  
Hub with members and int. orgs



**Middle East**  
Hub in UAE (Dubai)

**Asia Pacific**  
Singapore hub and Malaysia office

**Australia**  
Reciprocal agreement: AIHR

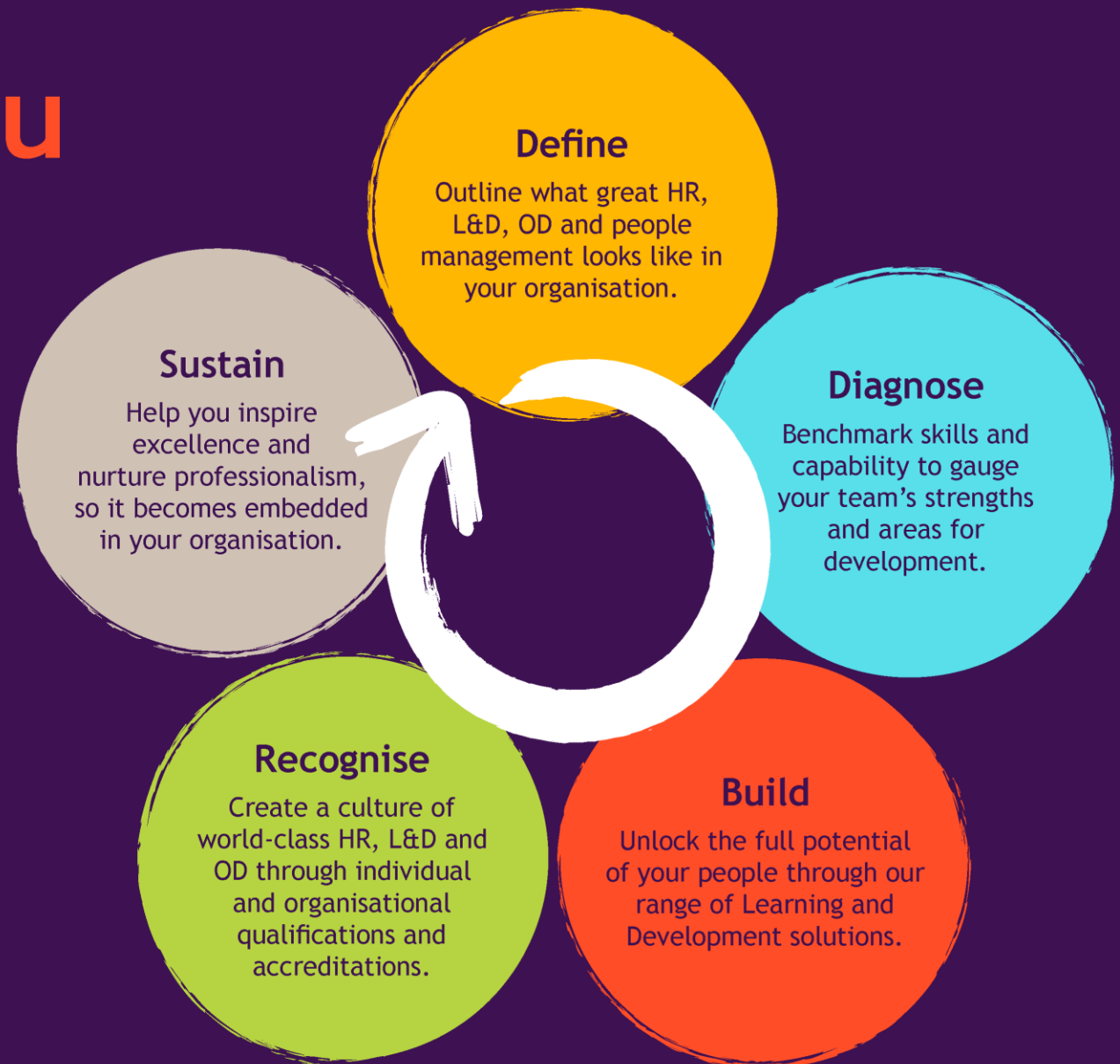
Two kayakers in orange kayaks are shown from an aerial perspective on a teal background. They are wearing blue helmets and yellow life vests, and are using orange paddles. The kayaker on the left is slightly ahead of the one on the right.

# How we work



# Working with you

We'll meet you where you're at - and tailor our approach to suit your strategic aims. We'll do this using our **five stage model** for change:



# How we work

# Define

**Describe what great HR, L&D, OD and people management looks like in your organisation.**

Our Profession Map will help you define what your teams need to do to become true experts in people, work and change.

Developed in collaboration with more than 20,000 people professionals worldwide, it sets the international standard for excellence and is designed to prepare organisations like yours for the journey ahead. Plus, because it's renewed and updated twice a year, you can be confident it always reflects the current best practice.

Working with our expert advisory team, you can apply the Profession Map to:

- align your people strategies to business priorities, maximising the value delivered by your teams
- learn how HR, L&D and OD are perceived in your organisation and where your teams can make their greatest impact
- evaluate your people practice against the overarching purpose, values and standards of our profession
- create your own HR competency framework underpinned by CIPD's professional standards, with our expertise and guidance.





# The Map in more detail

CIPD



## Core knowledge

- People practice
- Culture and behaviour
- Business acumen
- Evidence-based practice
- Technology and people
- Change



## Core behaviours

- Ethical practice
- Professional courage and influence
- Valuing people
- Working inclusively
- Commercial drive
- Passion for learning
- Insights focused
- Situational decision-making



## Specialist knowledge

- Employee experience
- Employee relations
- Inclusion and diversity
- Learning and development
- Reward
- Talent management
- Resourcing
- Organisation development and design
- People analytics

# Even more detail..

## Professional courage and influence standards

Each standard progresses through four levels of impact. Which level do you most embody in your day-to-day work?



### Foundation level

At this level you will:

Contribute views and opinions clearly

Provide information accurately and in a timely way

Initiate purposeful conversations with a range of people

Understand the impact of different influencing and communication styles in a range of situations



### Associate level

At this level you will:

Contribute to discussions and respond to questions in an informed and confident way

Communicate key information in a clear and engaging way to influence others

Take steps to engage regularly with key stakeholders to understand their preferred approach and needs

Consider potential reactions and resistance to inform how and when you communicate your ideas



### Chartered Member level

At this level you will:

Challenge constructively and confidently in the face of opposition

Communicate with impact, and make complex things clear, to enable a way forward

Proactively develop and sustain relationships with key stakeholders to inform how you influence them

Tailor your influencing style and select appropriate communication channels to engage your audience



### Chartered Fellow level

At this level you will:

Take a stand with senior colleagues when it is the right thing to do despite significant opposition or challenge

Take a visible lead in progressing difficult issues for the benefit of the organisation

Build and leverage a network of relationships with current and future influencers and stakeholders

Use a wide range of influencing styles and strategies to secure commitment across and outside



How we work

# Diagnose

**Measure your team's skills and capabilities against internationally recognised standards.**

Using our Profession Map as a benchmark for best practice, we'll help you pinpoint where to invest in professional development.

We'll use methods that range from simple assessment solutions through to in-depth tools, delivered either face to face or virtually.

We'll help you identify the potential of your HR, L&D or OD team to deliver against your priorities, and provide a clear view of the strengths and capability gaps.

We'll also gather perceptions of your teams from across your organisation, building up a clear picture of the challenges ahead.

Whatever your needs, we'll tailor our approach to suit you - and give you the data to make the right decisions.

**Inspire better - with the CIPD.**



**“In a world where one size clearly no longer fits all, this insight is invaluable. It allows you to tailor your investment and ensure your People Team is having the most impact.”**

**David Blackburn Chartered CCIPD CCMI,  
Chief People Officer, FSCS**

Product:

# People Impact Tool

Uncover strengths, areas for development and opportunities in your People Team

- We're living through the most complex landscape for a generation. Future-readiness is key to business success, and a future-ready HR function is a critical part of that.
- That's why understanding where value is created and impact delivered - and what skills and capabilities are needed - is fundamental to building an HR function that's able to respond to and navigate the disruption.
- By using the People Impact Tool, you'll get a clear idea of your People Team's capabilities, their current impact, and which areas to prioritise to achieve even more in the future.



## Overview

- The CIPD's People Impact Tool is a straightforward, efficient 360 survey of your People Team.
- The People Impact tool provides insight into how your people function is actually doing - from the team themselves and from the people they work with most across the organisation.
- It gives you an in-depth analysis of your team's strengths, areas for development, their impact on the business and readiness for future challenges.
- We recommend the People Impact Tool if you're looking for a high-level perspective on how your team's really performing.

All averages are out of a maximum of 4

## Respondents



## Priority areas for improvement

## Business acumen



## Culture &amp; behaviour



## Core knowledge

## Core behaviours

## Professional courage &amp; influence

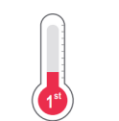


## Valuing people

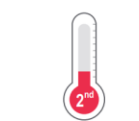


## Specialisms

## Employee relations



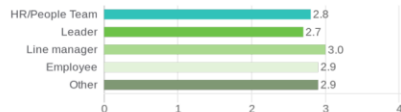
## Equality, diversity and inclusion



## Overall



## People capability



## Overall



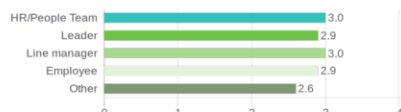
## The business



## Overall



## The future



All averages are out of a maximum of 4

## HR's impact on the organisation



## The people strategy is clear and makes sense



## The people strategy enables business strategy to be delivered



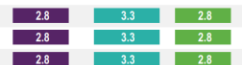
## Highest impact areas

- Enables new ways of working that increase business performance
- Maximises the business benefits and minimises the business risks of change
- Identifies and delivers work which adds value to the organisation



## Lowest impact areas

- Champions business leadership that puts people at the centre
- Adapts quickly in response to unforeseen changes in organisation needs
- Creates a high performance culture (e.g. strong leaders, a change mindset, empowering people)



All averages are out of a maximum of 4

## Core knowledge

		Overall	HR/People Team	Non-HR
Business acumen	Understanding the organisation's strategy, business/operating model and external context	3.1	2.6	3.2
Evidence-based practice	Using data and evidence to provide insights into people issues	3.0	3.8	2.9
Change	Delivering effective change from a people perspective	2.9	2.8	2.9
Culture & behaviour	Understanding people's behaviour and using it to improve the organisation's culture	2.9	2.6	2.9
People practice	Being in-house experts on employment-related people issues	2.8	2.7	2.8
Technology and people	Using digital technologies to improve the employee/worker experience	2.8	2.6	2.8

## Core behaviours

Insights focused	Asking questions and evaluating evidence to understand issues in more depth	3.3	3.6	3.3
Commercial drive	Delivering business outcomes by understanding customers' needs	2.8	2.8	2.9
Valuing people	Valuing people and giving them a voice in matters that impact on them	2.8	2.8	2.8
Professional courage & influence	Influencing a range of stakeholders to gain their buy-in	2.8	2.8	2.8
Ethical practice	Working ethically and challenging unethical practice	2.8	2.7	2.8
Situational decision making	Making well-judged decisions based on the specific circumstances	2.8	2.9	2.7
Passion for learning	Demonstrating curiosity and making the most of opportunities to learn, improve and innovate	2.7	2.9	2.7
Working inclusively	Building collaborative relationships across organisation boundaries and teams	2.7	2.9	2.7

## Specialisms

People analytics	Using specialist data and analytics expertise to inform business decisions	3.2	2.7	3.3
Wellbeing	Creating a holistic approach that improves workforce wellbeing	3.2	2.7	3.2
Employee relations	Developing policies and providing guidance on people issues, ensuring fairness and transparency	2.9	2.8	2.9
Talent management	Supporting talent management (e.g. through plans and development pathways) to get the best from people	2.9	2.7	2.9
Reward	Creating pay and benefits approaches which attract and retain talent	2.9	2.8	2.9
Resourcing	Sourcing, attracting and selecting the best candidates for the roles	2.9	2.8	2.9
Organisation development & design	Developing and aligning the organisation's structure, skills, values and culture to improve performance	2.9	2.8	2.9
Learning & development	Ensuring that people who work here have the required knowledge, skills and experience for their role	2.9	2.8	2.9
Equality, diversity and inclusion	Building a diverse workforce with an inclusive culture where individuals can thrive	2.9	2.8	2.9
Employee experience	Creating a holistic approach around engagement which enables workers to have a voice and be their best	2.9	2.8	2.9

All averages are out of a maximum of 4

## HR's overall ability to meet future organisation needs



## HR's readiness for the future



Developing sustainable people approaches that go beyond short term fixes	3.1
Seeking to understand future business needs	3.0
Anticipating developments and trends that will impact the organisation in the future	3.0
Influencing and enabling an increasing digital workplace	3.0
Creating an organisation brand and experience that will attract and retain talent in the future	2.9
Developing talent to meet future organisation needs	2.9
The people vision is inspiring and helps people to picture a positive future	2.8
The people strategy drives new ways of working that will enable us to meet future organisation needs	2.8
Building a culture that enables positive relationships, engagement and wellbeing	2.8

## How we work

# Build

We offer a range of online, face-to-face and blended training programmes. We can also work with you to identify your top learning priorities and create a bespoke programme to fit.

### Building capability

We delve into the most pressing topics in HR, L&D and OD to:

- inspire the next generation of HR Business Partners to effect change
- unlock the strategic potential of your workforce to steer your people strategy and deliver on business outcomes
- help your teams master the essential skills for leading a future-focused L&D function
- drive evidence-based decisions using HR data and analytics.



**“We have had excellent support from the CIPD to design a programme that will build the skills, knowledge and behaviours of our HR people and deliver for the business.”**

**Jeanette Forder, Senior HR Business Partner,  
HM Revenue & Customs**

## How we work

# Recognise

### CIPD membership for your teams

HR, L&D and OD practitioners who prove they meet rigorous CIPD standards are more influential, respected and valued. And since accreditation celebrates your team's successes and inspires pride in their work, they feel great about it too.

Many organisations choose to link CIPD membership to their learning framework as part of their development offer. This has the benefit of providing staff with access to the latest research, legal helplines and employment law support. Others come to us for Experience Assessment: a direct route to CIPD membership for experienced HR, L&D and OD professionals.

The good news is that we are now able to combine our learning solutions with an accelerated form of our Experience Assessment service, which takes into account the learning and impact achieved.

This makes it easy for busy professionals to earn accreditation in their own time, without disruption to their daily work.

As part of this combined service, we check in regularly to keep candidates motivated and on track, while you receive regular progress updates and a final insights report.

### A note for participants

Having completed a learning programme with a minimum of 50 hours, participants will undertake specific CIPD digital learning, submit evidence of workplace impact and go through a professional discussion. Successful completion will bring learners into CIPD membership at Chartered Member Level.



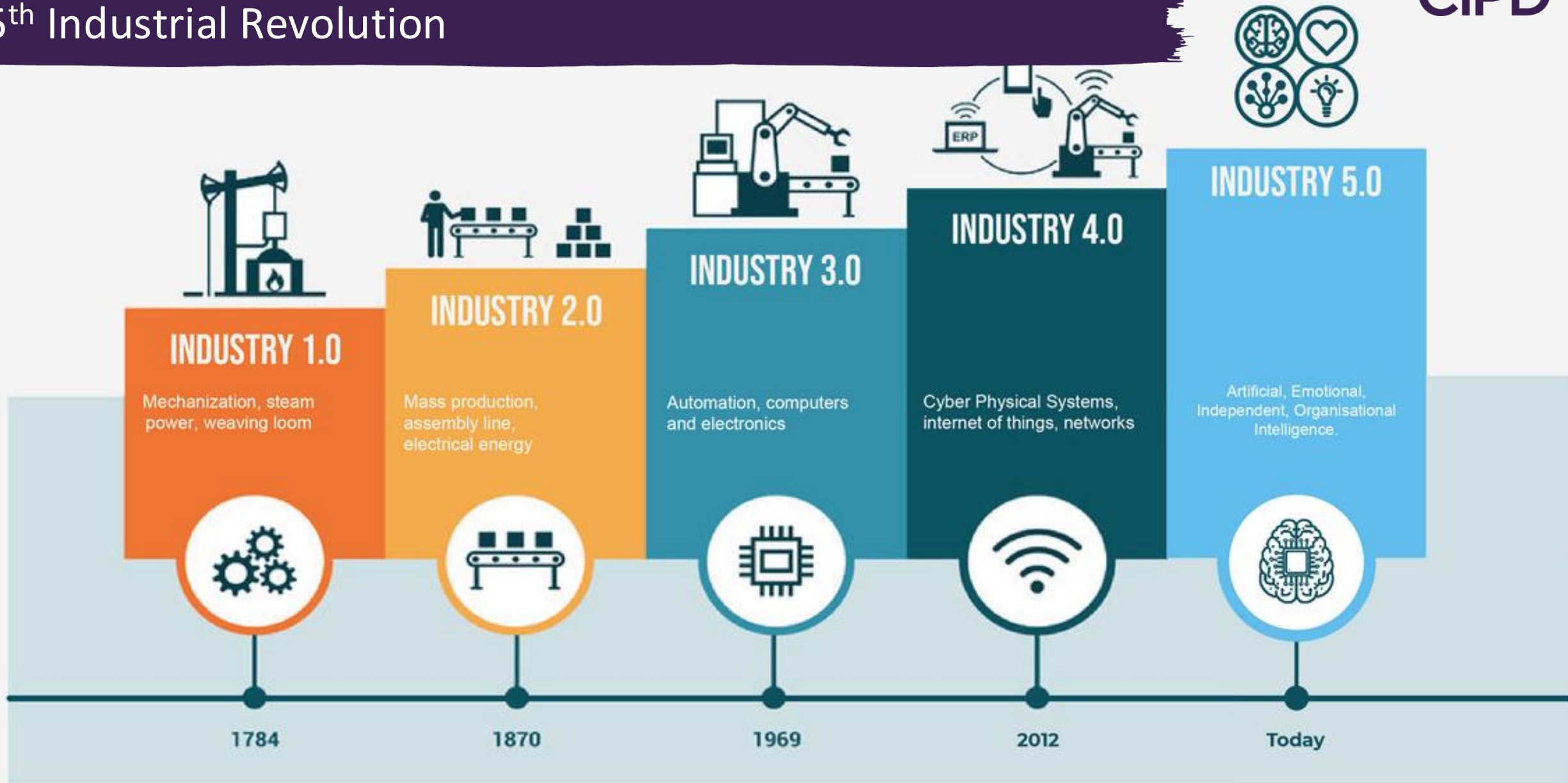
**“CIPD membership gives you confidence in your professional ability and equips you to be a really strong HR professional.”**

**Debbie Alder, Director General of HR,  
Department for Work & Pensions**



# 5<sup>th</sup> Industrial Revolution

CIPD





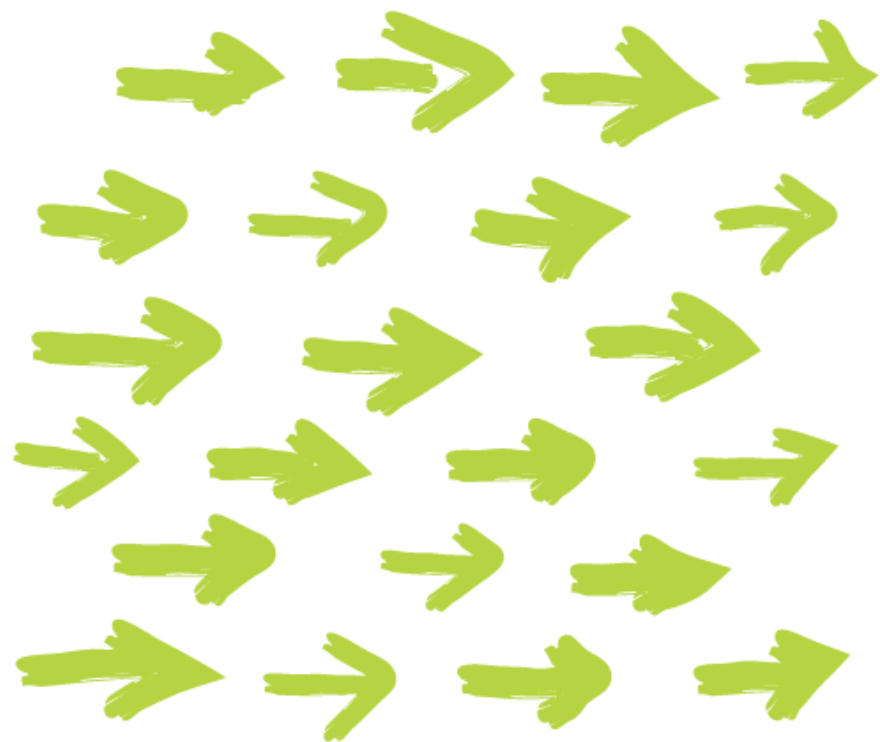
# Components of Employee Wellbeing

"Employee well-being is the state of being comfortable, healthy, and happy at work. It includes factors such as mental and physical health, job satisfaction, engagement, and the ability to manage stress effectively."

CIPD, "Health and Well-being at Work" Report, 2023.

- Physical Wellbeing
- Mental Wellbeing
- Emotional Wellbeing
- Social Wellbeing
- Financial Wellbeing

# Impact Wellbeing on the Economy



- Poor well-being leads to lost productivity & higher healthcare costs
- Mental health issues alone cost the global economy **\$1 trillion** annually

# Current State of Wellbeing in Organisations

- Only **57%** of employees report good overall health (McKinsey)
- Gaps exist across gender, age, financial status & neurodiversity
- Many organisations have well-being programs, but impact is limited



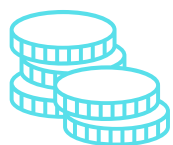
# Why is Employee Wellbeing Important?



Engagement, performance, and retention



Absenteeism, presentism & turnover



Up to **\$11.7** trillion in potential value (McKinsey)

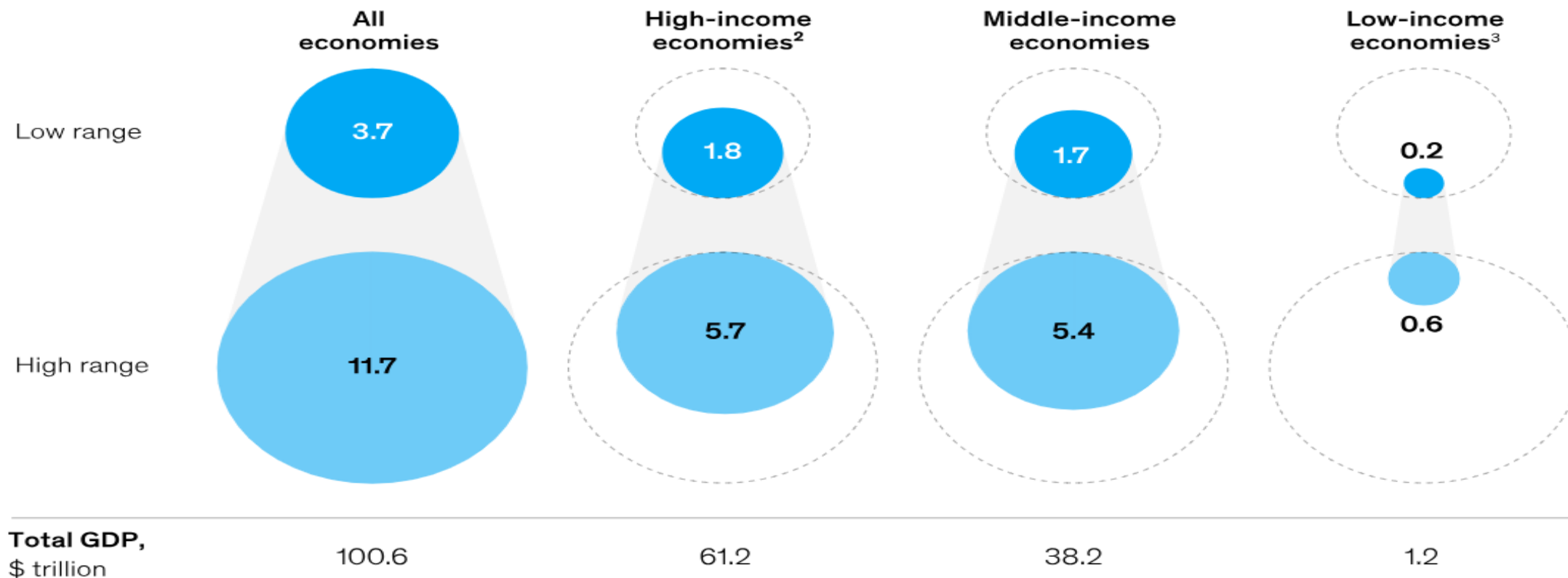
Organisations with strong wellbeing programs see:

- **23% higher** profitability
- **18% higher** productivity

## Opportunity Value for Employee health initiatives

**All economies can benefit by investing in healthy workforces.**

**Total opportunity value created by employee health initiatives, by economy,<sup>1</sup> \$ trillion**



# Wellbeing

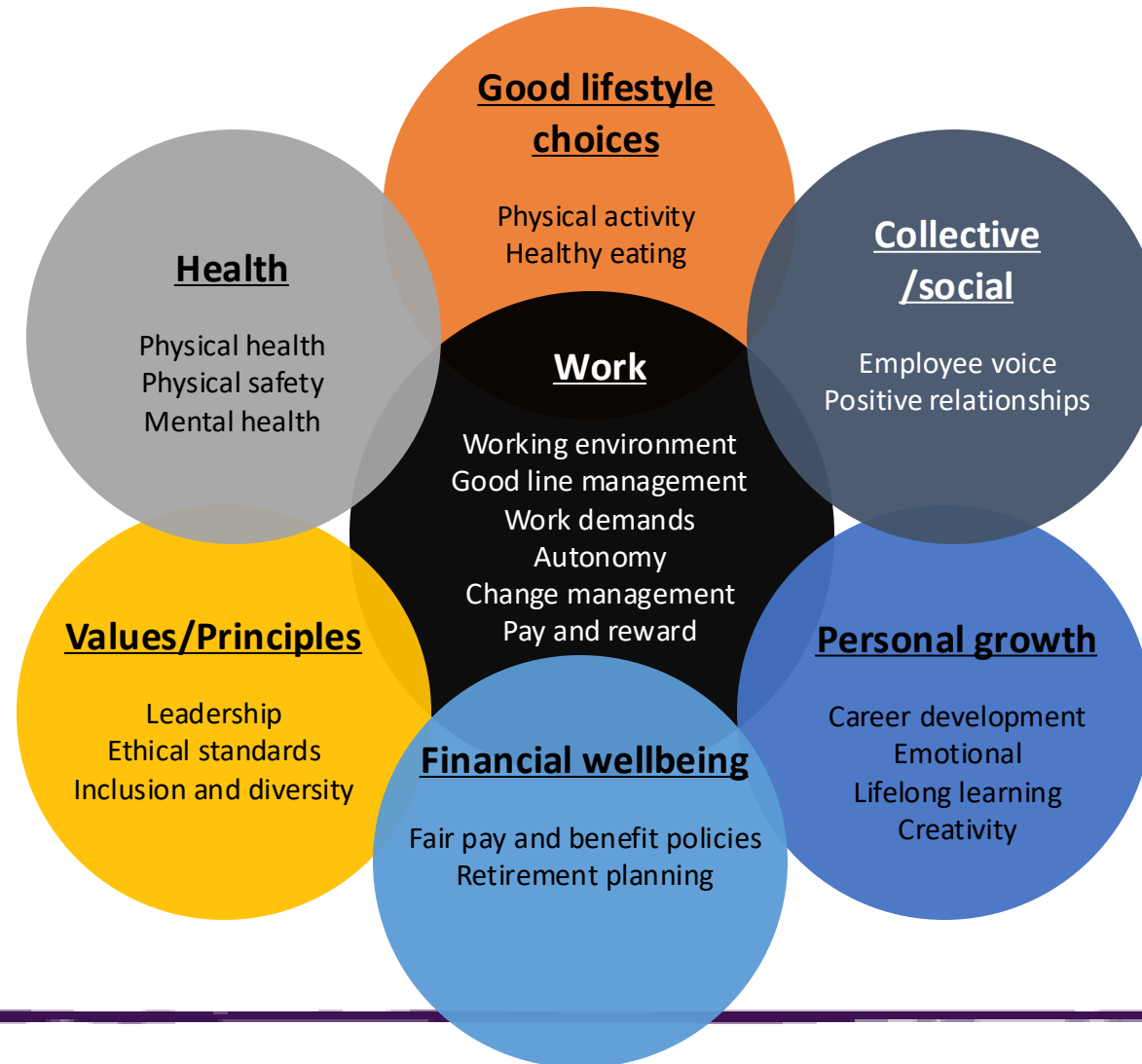
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## Understanding the Models





# The CIPD's seven domains of wellbeing



# The wellbeing pyramid



The sustainably successful companies will be those that can identify and close people experience gaps.

## People Experience

- how your company supports your workforce in the ‘moments that matter’
- experiences that define our lives and bring us meaning
- often at the intersection of life and work
- also often where the biggest pain points occur in organisations

- Someone's first leadership role
- On-boarding, joining a new team, or becoming a manager for the first time.
- A promotion that requires relocation
- The birth of a child.
- The death of a loved one
- Put their children in new schools
- A health scare
- An unexpected expense that affects one's financial situation
- Leave, time off and flextime work schedules

# Who is responsible?

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# Who is responsible?

HR  
professionals

Senior  
managers

Line managers

Occupational  
health  
professionals

Employees



What are managerial behaviours that promote wellbeing?



# Managers behaviors that promote wellbeing

CIPD

- Role model good management behaviours
- Create a team purpose
- Focus on wellbeing
- Manage workloads and think ahead
- Facilitate conversations about mental health & wellbeing
- Empower team members to contribute
- Take a positive, respectful and open approach to managing your team
- Be calm, consistent and fair
- Show empathy and understanding and be available for advice
- Manage conflict and people management issues
- Support people with their career goals
- Be clear with the team on their goals and what is expected of them

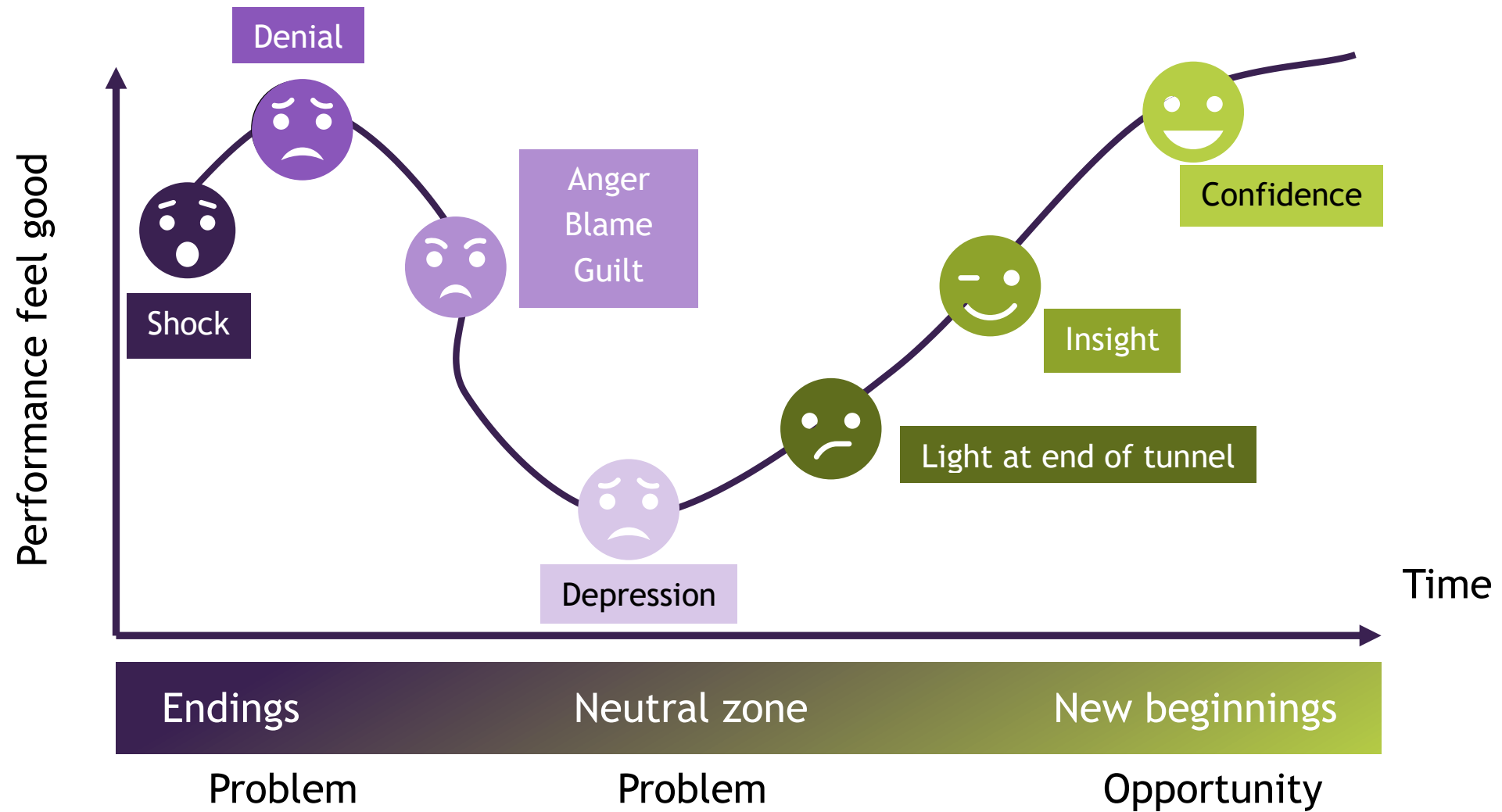
## **Wellbeing conversations are:**

- Caring and compassionate
- Employee led
- Supportive
- Inclusive

## **Wellbeing conversations are not:**

- Therapeutic interventions
- Judgemental or performance related
- A formal mental health assessment

This diagram is a mix between the The Kubler Ross Change Curve and Bridges Transition Model **CIPD**



# How to build psychological safety?

CIPD



Invite contributions



Acknowledge ideas



Encourage reflections



Be vulnerable



Ask for feedback



Promote healthy conflict

# Top 5 factors for successful teams

CIPD





## Building Strategies to Improve Employee Wellbeing



- 1. Assess Employee Needs**  
*(Surveys, health risk assessments)*
- 2. Develop Tailored Programs**  
*(Mental health, flexible work, financial wellness)*
- 3. Build a Supportive Culture**  
*(Reduce stigma, promote inclusion)*
- 4. Provide Leadership Training**  
*(Equip managers to support well-being)*
- 5. Continuously Monitor & Improve**  
*(Track impact & adjust strategies)*

# Role of Leaders and Line Managers

- Leaders set the tone for workplace well-being
- Managers influence team engagement, stress levels & work-life balance
- Key actions:
  - Foster open communication
  - Provide mental health training & resources
  - Lead by example with work-life balance
  - Compassion and Empathy

70% of individuals believe their leaders have a substantial influence on their mental well-being.



# Measuring the Impact of Wellbeing Investments

## How to track success:

- Absenteeism, presentism & turnover rates
- Employee engagement & satisfaction surveys
- Productivity & performance metrics

Data-driven insights help refine well-being programs.

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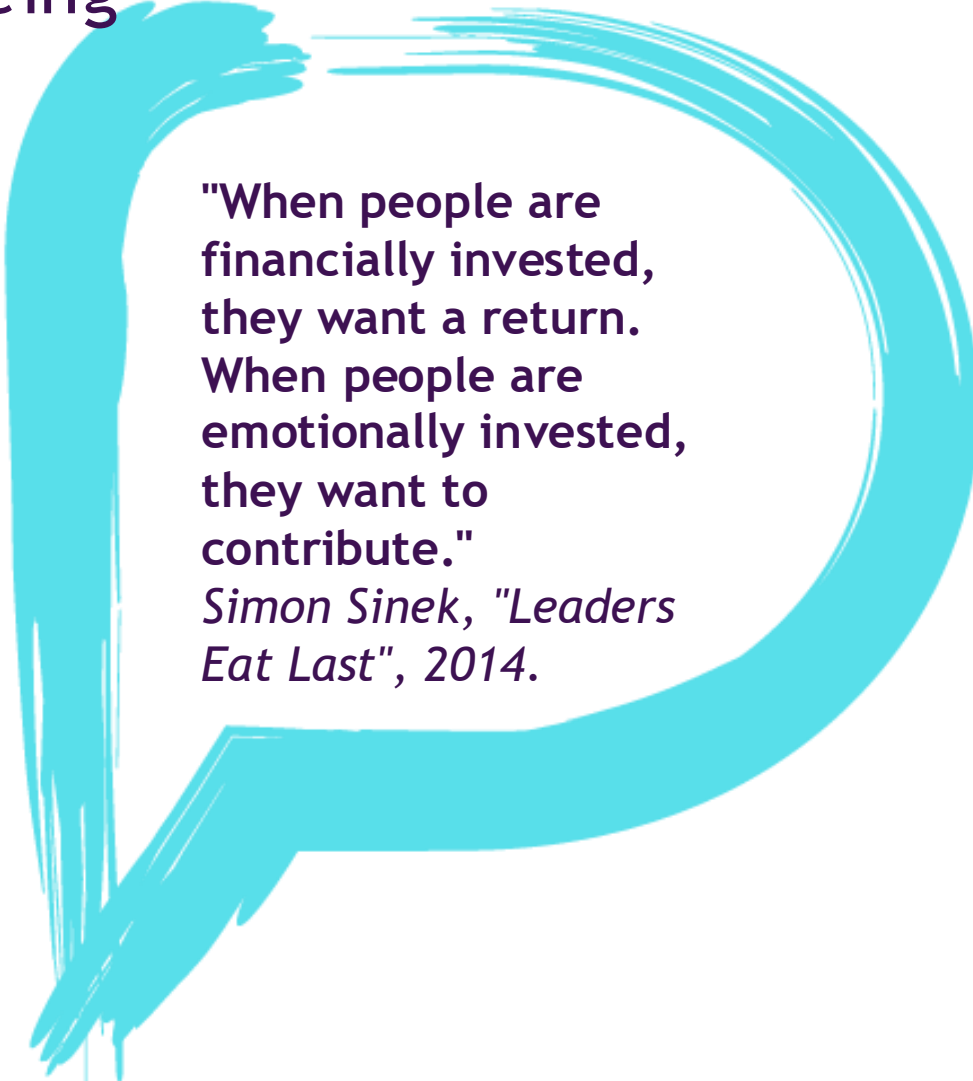
# Hamad Medical Corporation

- Winners of the Best Wellbeing Programme at the 2024 Middle East People Awards
- The initiative addresses six key pillars: Health Education, Physical Health, Social Wellbeing, Mental Health, Financial Wellbeing, and Employee Support Programs
- The results?
  - Staff engagement and participation - 115% increase YoY
  - Employee satisfaction - 80% - 99%
  - Experiencing stress: 29% - 22%
  - Having difficulty sleeping: 26% - 21%
  - Suffering from joint pain: 23% - 21%
  - Overweight: 40% - 31%
  - Obese: 30% - 27%



## Conclusion - The Business Case for Wellbeing

- Investing in well-being is not just an HR initiative—it's a business strategy
- Organisations with strong well-being cultures outperform competitors
- A thriving workforce = A thriving business



**"When people are financially invested, they want a return. When people are emotionally invested, they want to contribute."**

*Simon Sinek, "Leaders Eat Last", 2014.*