



CIPD

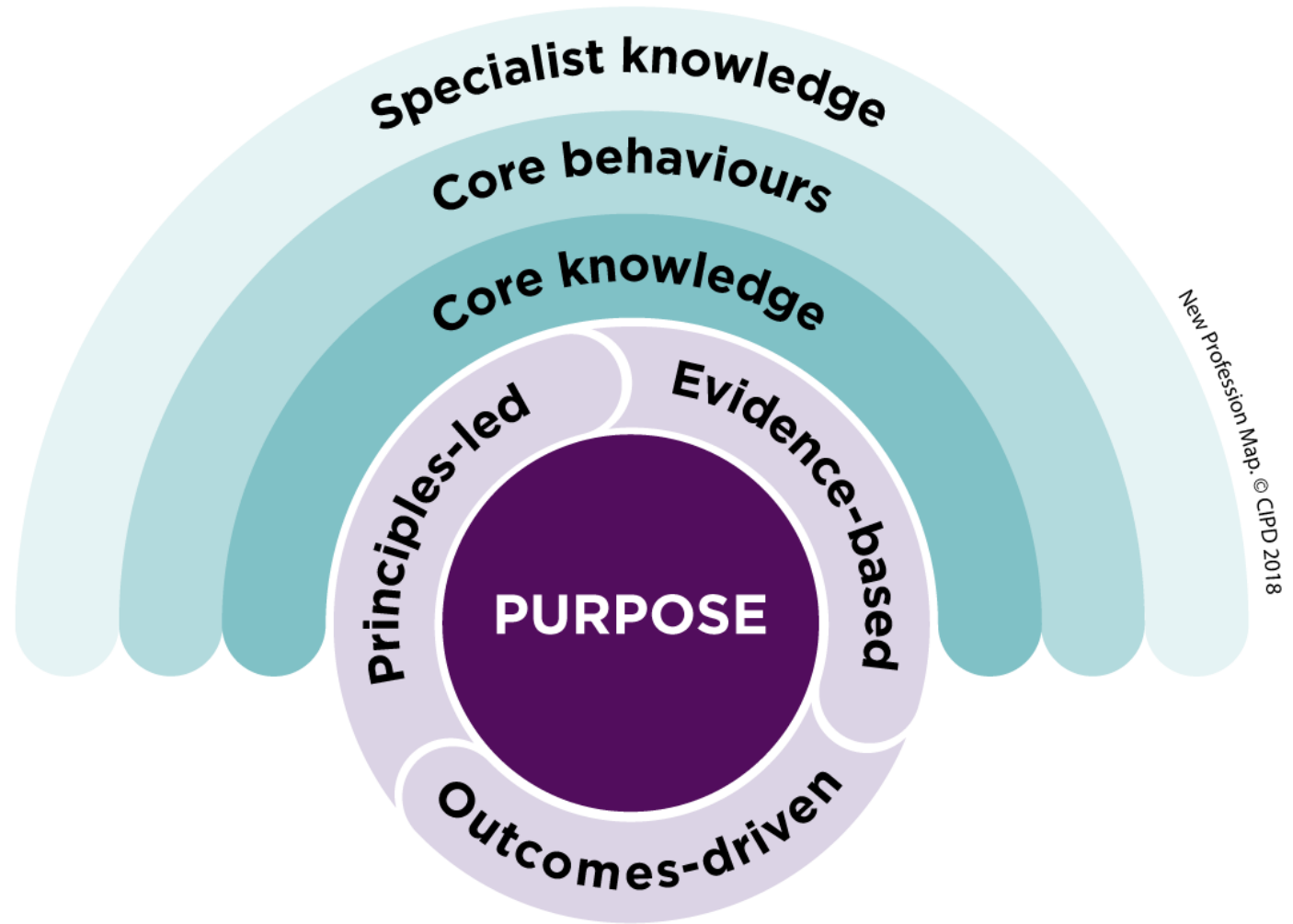
Leading the People Profession

Chartered Institute for Personnel and Development

Championing better work and working lives

CIPD: Building professionalism

Championing
better work
and working
lives...



Building voice and impact

Skills and capabilities

Well-being and engagement

Good work

Inclusion and diversity

Governance and transparency

Flexible working

CIPD

Top people priorities for 2019

**Talent
management**

**Agility and
flexibility**

**Leadership
development**

**Managing
performance**

External drivers of change, 2019

1. Labour market, availability of skills

2. Brexit

3. Changing demographics, workforce

2018 Growing the talent pipeline

Experienced skills shortages in the past year

81%

Increasing development opportunities

60%

Succession planning

57%

48%

Investing in employer brand

2018 Gender pay gap

Organisations that currently calculate their gender pay gap



Yes

20%

No

80%



National average gender pay gap 14%

Retention



43% experienced an increase in employee turnover

Employee turnover over 10% for a third

From diversity

- recognising difference
- decisions from a range of perspectives
- workforce more representative of customers

to inclusion

- difference seen as a benefit
- perspectives and differences are shared, leading to better decisions
- everyone feels valued, their contribution matters, are able to perform to their full potential, no matter their background, identity or circumstances
- diverse range of people work together effectively

Inclusiveness: what employers in Ireland are doing

Building an
inclusive
culture

Support
services

Flexible and
remote work

Training for
managers

Moving towards greater inclusion and diversity

Attracting diverse candidates

- highlight inclusion and diversity in the hiring process
- language in job descriptions

Monitoring diversity of applicants at all stages

Challenging assumptions and biases, diversity training

Supporting managers to make adjustments to working environment and manage flexible working

Overall culture of inclusion where difference is embraced.

Flexible working



Attraction of talent - strong, unmet demand for more flexible jobs



Higher engagement, job satisfaction, loyalty and go the extra mile



Reduced absenteeism and improved well-being



Employee retention and progression – at all career stages




Better productivity and business outcomes



Agility and responsiveness to market change



Finally, an alert for meetings

- Who sits next to who?
 - Who talks most?
 - Who is listened to?
 - Who gets the credit?
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Thank you

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