



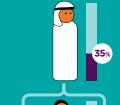
A Middle East Perspective *Illustrated*

Strategic workforce priorities

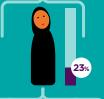
Overall Respondents

A total of 1,079 HR decision makers were surveyed

Seniority



Business owners/proprietors or senior management (C-suite, board level)



Senior managers (non C-suite/below board level)



Middle or junior Managers

HR/L&D involvement









organisation in an HR/ L&D consultancy

worked for an worked for

worked as a worked in a role an HR/ L&D supplier to the with other HR HR/L&D responsibilities

Location





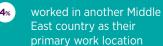






worked in another GCC country as their primary work location

Middle East



82% of respondents perceive that their HR strategy tangibly drives improved organisational performance









Great deal

Little

Not at all

The top current strategic priorities for organisations







Employee well-being, happiness and engagement



Learning, development and performance management

Short term focus when planning HR priorities



state that their organisations take a short term approach to strategic HR planning (less than 2 years)



1 in 4 organisations plan their HR strategies over a 10 year horizon

Top 5 trends anticipated to most significantly impact future workforce strategy



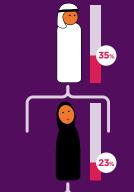
The need to innovate to compete

Women in the workplace

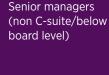
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KS/

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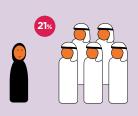


Women make up approximately 26% of regional organisations' total workforce, against a global average of 40%

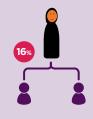


Over half (55%) state that proactive efforts are currently being undertaken to improve gender diversity

Managerial and leadership positions held by women



21% of management or mid-management positions



16% of senior management positions

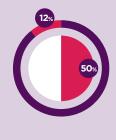


15% of executive board positions

Signal of positive change







With 23% of respondents saying their executive board is made up of 30% or more women and 12% of respondents confirming 50% or more of their board are women



18% of organisations cited the number of women in Executive Board roles had increased in the last year

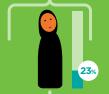
Employee health and well-being

Overall Respondents

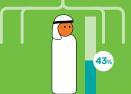
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Only 14% of respondents stated they have a standalone strategy for health and well-being



Only 19% considered health and well-being an integral part of their people strategy



A promising 24% of respondents state that well-being is taken into consideration in all business decisions



But 21% confirm that operational demands take precedence over well-being considerations

The most common ways in which organisations strive to improve employee well being



Offering benefits such as health insurance (44%)



Improving relationships

at work (34%)

Offering personal development opportunities (33%)

Investment in well-being



30% of respondents confirmed their organisation's investment in well-being initiatives had increased in the past 12 months

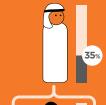


Only 35% of organisations that invest in employee well-being having a formal mechanism to measure the ROI, or the value they receive in return

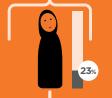
Investing in the workforce of the future

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Most organisations across the GCC (57%) are proactively seeking to recruit young people (aged 16 - 24)



Key reasons for doing so







To build a talent pipeline

To bring new thinking on latest technologies and techniques into the organisation

Because they are seen as a cost-effective resource

Top ways in which respondent organisations collaborate with educational institutions to improve the work readiness of young people



Offering internship programmes



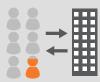
Attending careers fairs to promote opportunities



Offering work experience placements



Offering workplace visits



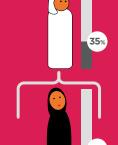
Only 15% of survey respondents indicated they are working with institutions to design course syllabuses to meet their future workforce needs

Flexible working

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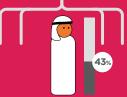
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27% of organisations have increased their flexible working practices within the region over the last 12 months



Most commonly offered flexible working arrangements



Flexi-time with ability to choose start and finish time



Mobile working, using laptop to work from another location



Flexi-place, option to work from home



Part-time working

Disappointingly, 25% of organisations are actually expecting to decrease their part-time workforce over the next 12 months



The impact of technology in the 21st century workplace

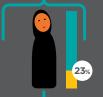
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88% of respondents expect advances in technology to have an impact on their organisations



85% expect the impact to be a positive one

Areas where technology is anticipated to have the greatest impact







Quality

New roles

Over the next five years





67% expect that up to 30% of future hires will be for roles that do not currently exist

23% expect that over 31% of future hires will be for roles that do not currently exist

Organisations and Social Media



24% are increasingly using social media channels to engage with customers



21% also use it as a brand building tool and encourage the use of social media amongst their employees

Social media for internal collaboration and engagement is still limited





of respondents feel that employees can be trusted to use social media sensibly





limit access to social media in the workplace





have clear rules to ensure employees do not damage the company brand on social media

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Join linkedin.com/company/cipd-middle-east



Follow @cipd_ME and @CIPD

Download full report cipd.co.uk/me-workforce



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