

# CIPD

Chartered Institute  
of Personnel and  
Development



Workforce  
*insights:*

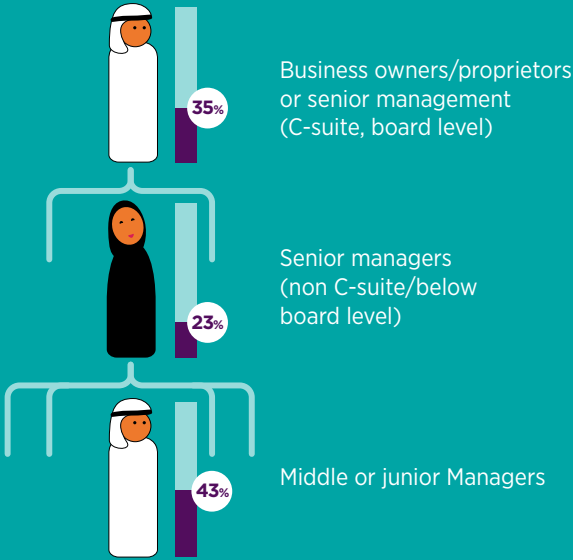
A Middle East  
Perspective *Illustrated*

# Strategic workforce priorities

## Overall Respondents

A total of 1,079 HR decision makers were surveyed

### Seniority



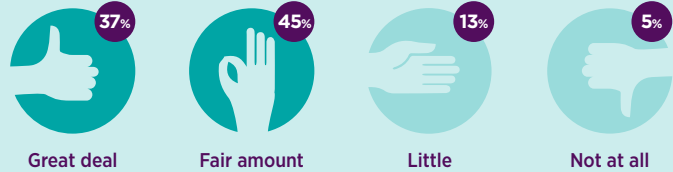
### HR/L&D involvement



### Location



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



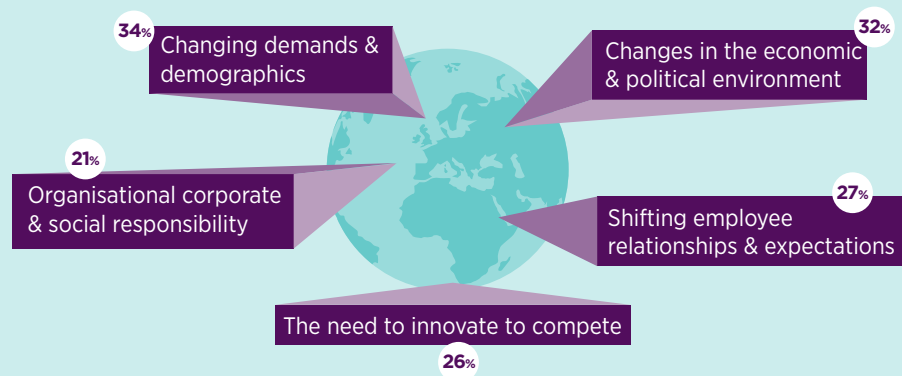
The top current strategic priorities for organisations



Short term focus when planning HR priorities



Top 5 trends anticipated to most significantly impact future workforce strategy

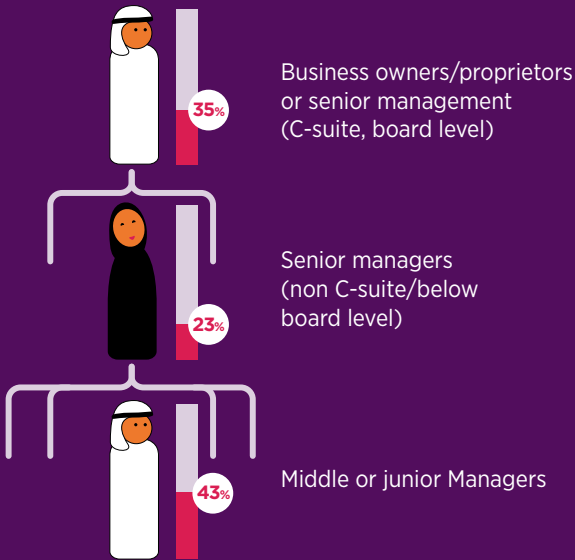


# Women in the workplace

## Overall Respondents

A total of 1,079 HR decision makers were surveyed

### Seniority



### HR/L&D involvement

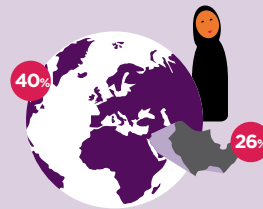


### Location

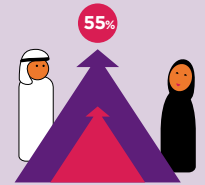


- UAE** 59% worked in UAE as their primary work location
- KSA** 26% worked in KSA as their primary work location
- GCC** 11% worked in another GCC country as their primary work location
- Middle East** 4% worked in another Middle East country as their primary work location

## Overall

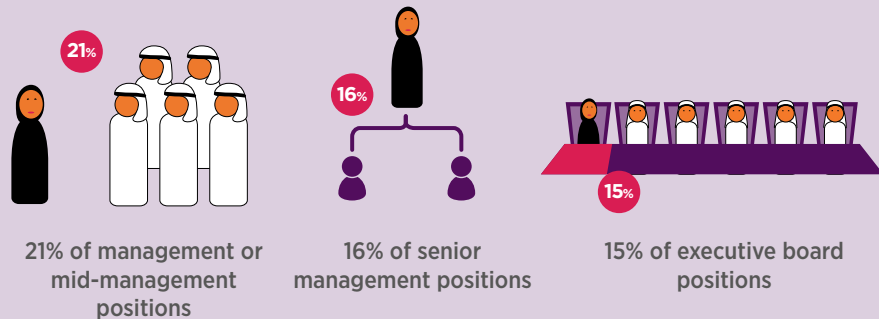


Women make up approximately 26% of regional organisations' total workforce, against a global average of 40%

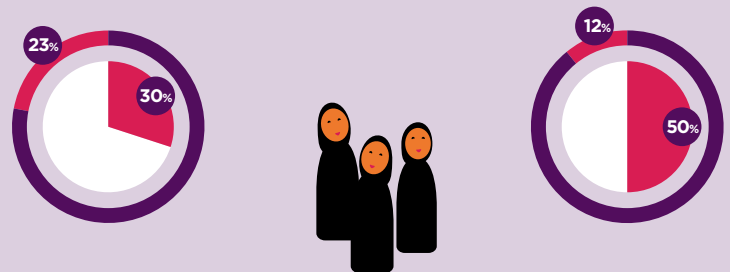


Over half (55%) state that proactive efforts are currently being undertaken to improve gender diversity

## Managerial and leadership positions held by women



## 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



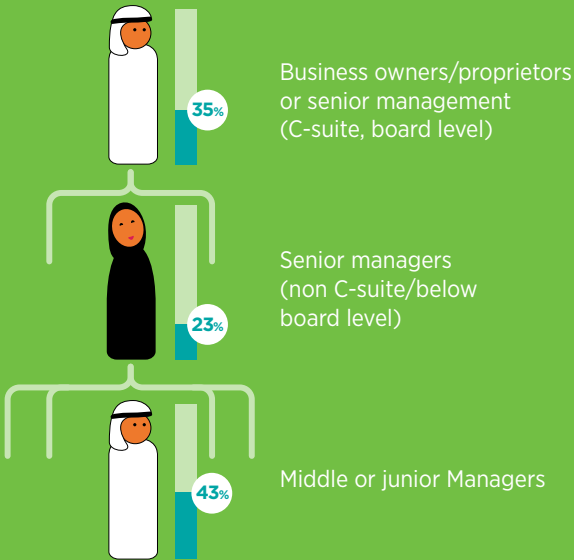
18% of organisations cited the number of women in Executive Board roles had increased in the last year

# Employee health and well-being

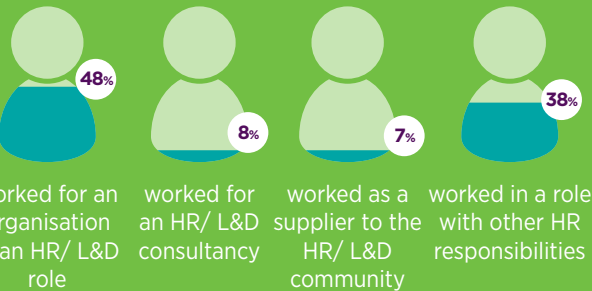
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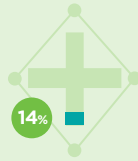
### Seniority



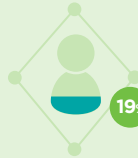
### HR/L&D involvement



### Location



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

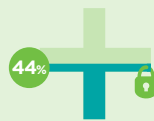


A promising 24% of respondents state that well-being is taken into consideration in all business decisions



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

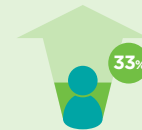
The most common ways in which organisations strive to improve employee well being



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



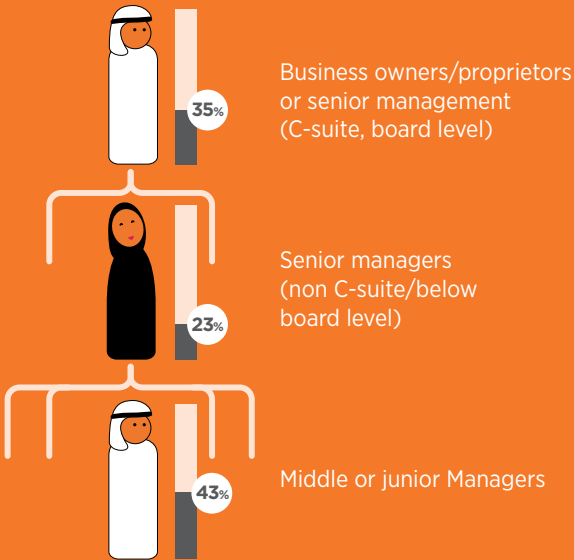
Only 35% of organisations that invest in employee well-being having a formal mechanism to measure the ROI, or the value they receive in return

# Investing in the workforce of the future

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### HR/L&D involvement



### Location



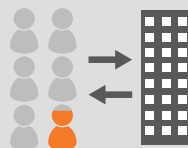
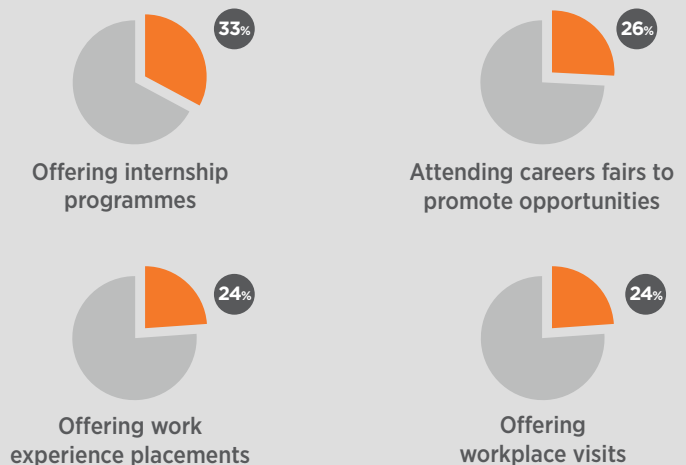
Most organisations across the GCC (57%) are proactively seeking to recruit young people (aged 16 – 24)



### Key reasons for doing so



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



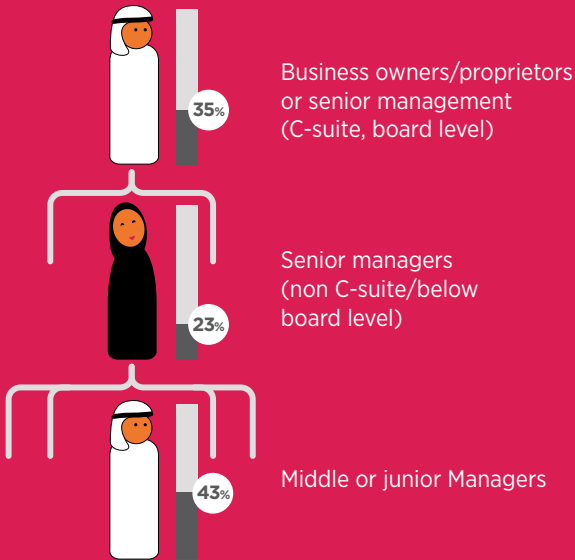
Only 15% of survey respondents indicated they are working with institutions to design course syllabuses to meet their future workforce needs

# Flexible working

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### Seniority



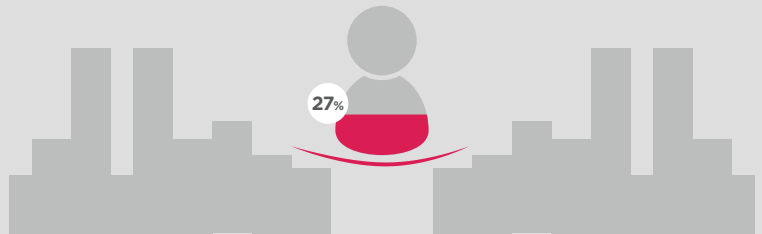
### HR/L&D involvement



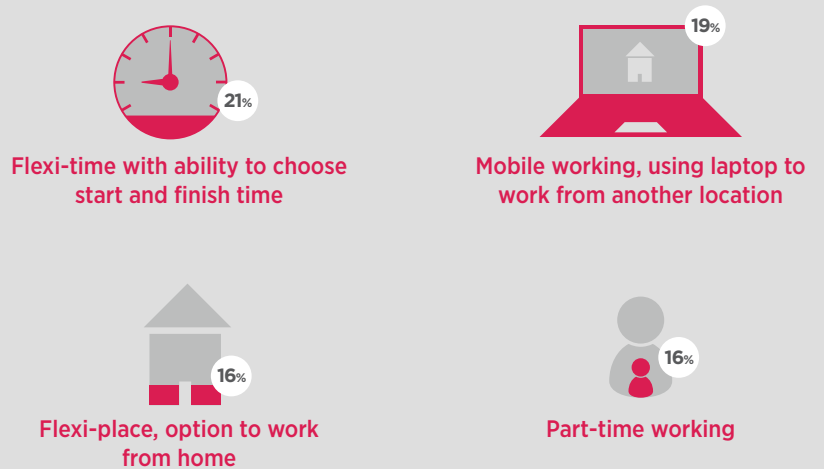
### Location



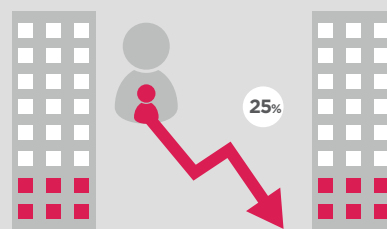
27% of organisations have increased their flexible working practices within the region over the last 12 months



### Most commonly offered flexible working arrangements



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

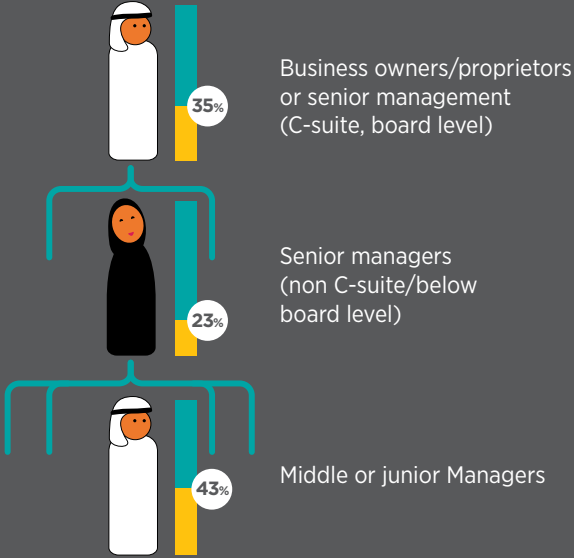


# The impact of technology in the 21st century workplace

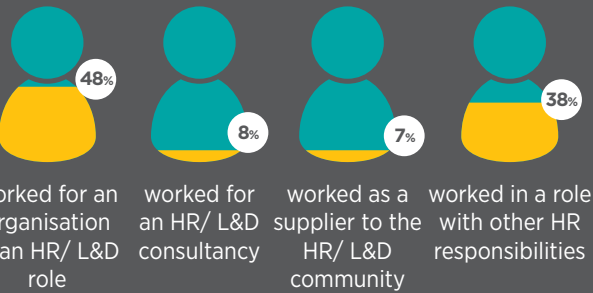
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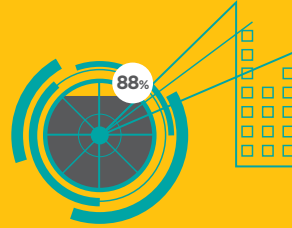
### Seniority



### HR/L&D involvement



### Location



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



Productivity 22%



Efficiency 21%



Quality 19%

### Over the next five years



67%



30%

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



23%



31%

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

### Organisations and Social Media



24%

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



21%

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



Only 16%

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



19%

limit access to social media in the workplace



21%

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

## Get involved, participate and share



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