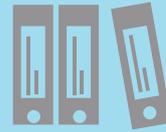
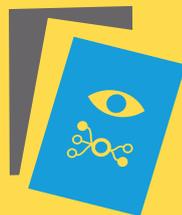


Ibec
For Irish Business



HR Update Survey 2017

**A spotlight on HR Trends
in the Irish workplace**



Welcome



I am delighted to present our latest HR Update Survey now in its ninth year. Our survey, of over 400 respondent companies, reflects the views of senior HR leaders and business owners on a range of key HR areas critical to employers in Ireland. The survey results cover companies across a wide range of sectors and industry sizes.

In line with all other years, we examine changes in pay in 2017 and the likely changes to basic pay rates for 2018 in respondent companies. As expected, we are seeing continued growth in the economy and this is evident in employment figures, where the unemployment rate has fallen to 6.1%. Whilst it is our expectation that economic uncertainty relating to Brexit will impact economic growth overall, it will not reverse it. This is evident in employment growth, with many employers continuing to hire to meet current business demands.

It is not surprising that our survey has identified that attracting and retaining talent, employee engagement and leadership are some of the main priorities for employers. The survey highlights that the development of strong leadership, at all levels of an organisation, is essential to operate in a world that is continuously evolving due to an increasingly digitalised and globalised economy, more demanding consumers and the changing nature of the workplace environment.

Last year's survey found that just under half of member companies were investing in workplace wellbeing and activities and this imperative remains strong again this year, with a particular focus on employee health and safety and mental health. Ibec is delighted to launch the KeepWell Mark, which is an evidence-based accreditation award that recognises the fantastic work that organisations in Ireland are doing to look after the health and wellbeing of their employees. We look forward to working with many of you in 2018 on this exciting new initiative.

The workplace of the future continues to also feature strongly in our survey, with this year's focus on understanding exactly what employers are doing to plan for the future. Our survey tells us that the majority of employers are increasing investment in technology to support new ways of working, followed by investments to support cross functional teams and redesign of the physical workspace. Once again we see that the development of leadership capabilities, particularly in the areas of performance, mentoring and coaching and communication skills are key drivers in the preparation of future workplaces.

I hope that our findings will be of assistance to you and help you to plan for 2018 and beyond on key issues of employment policy in your organisations. Thank you to all of those who contributed to the report and for your ongoing support of Ibec. We will continue to keep you informed about employment practices and emerging trends in relation to pay and people management into 2018.

For further information in relation to the data collected in this survey, please contact research@ibec.ie.

Maeve McElwee

Director of Employer Relations

Key observations



**Pay Median
2%**



**Leadership as
a key driver of
change**



**Employee
Wellbeing a
priority for
employers**



**Growth in
permanent
employment**



**Increased
investment in
technology**



**Skill gap
in tech/
engineering**



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About the survey

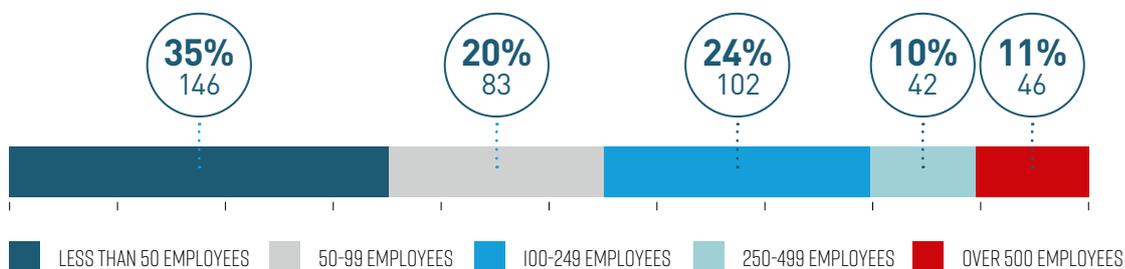
The HR Update Survey

The Ibec HR Update survey is one of the leading employer surveys that seeks to establish the views of HR leaders and employers on topical and strategic people management issues affecting employers in Ireland.

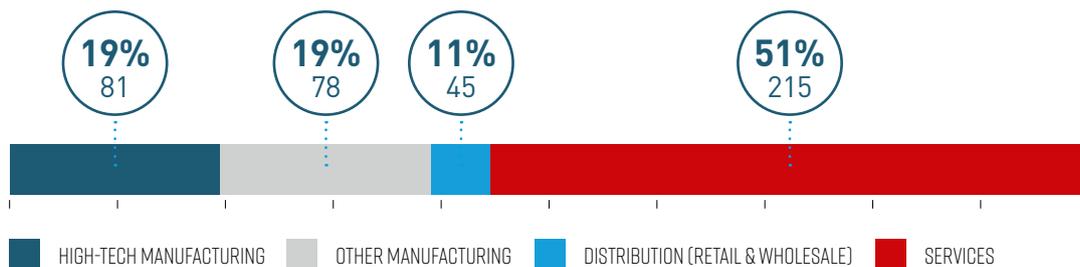
It is conducted twice a year by the Ibec Research Unit and this year's survey explores trends in pay, recruitment, talent management, leadership and other HR priorities. The data for this report was collected in September 2017 and is based on 419 responses from Ibec member companies, across all company sizes and industry sectors.

The HR Update Survey

Just over a third of respondent companies (35%) employed fewer than 50 employees, while around a fifth of respondents (21%) employed over 250 employees.



Around one in five respondents were engaged in the high-tech manufacturing sector, which includes the manufacture of chemicals, electronics or medical devices. Around two out of five respondents (38%) were engaged in the manufacturing sector. Just over one in ten respondents were engaged in either retail or wholesale distribution, while half of respondents (51%) were engaged in some form of services sector activity.





About the survey

About the Ibec Research Unit

The Ibec Research Unit collects information from member companies and publishes a wide variety of reports on areas such as pay and conditions of employment, HR practices within companies, areas of policy interest and some reports for Ibec sector organisations. The range of topics on which the unit regularly publishes material includes: absence rates, employee turnover, conditions of employment including sick pay, training and study provisions, flexible work practices and leave provisions among others. Feedback and queries can be directed to research@ibec.ie. Our reports can be accessed via our webpages at www.ibec.ie/research.

Pay Update

Data was collected in September 2017 in relation to changes to basic pay rates which have taken effect in 2017, and which are expected to take place in 2018. A total of 419 companies responded. The key findings in relation to pay are:

- Three quarters of respondents increased basic pay in 2017, with a similar proportion (75%) expecting to increase basic pay next year.
- Median pay increases to basic pay in 2017 were +2.2%.
- Median pay increases to basic pay in 2018 are expected to be at around the same level of +2%
- Total pay bill, which includes both changes in basic pay and changes in numbers of employees, increased in over two-thirds (69%) of respondent companies this year.
- Total pay bill in 2018 is expected to increase in 71% of respondent companies

Basic pay rates 2017

Our survey shows that three quarters (75%) of respondent companies increased basic pay in 2017. Pay awards remain relatively modest with a median increase of 2.2% expected this year.

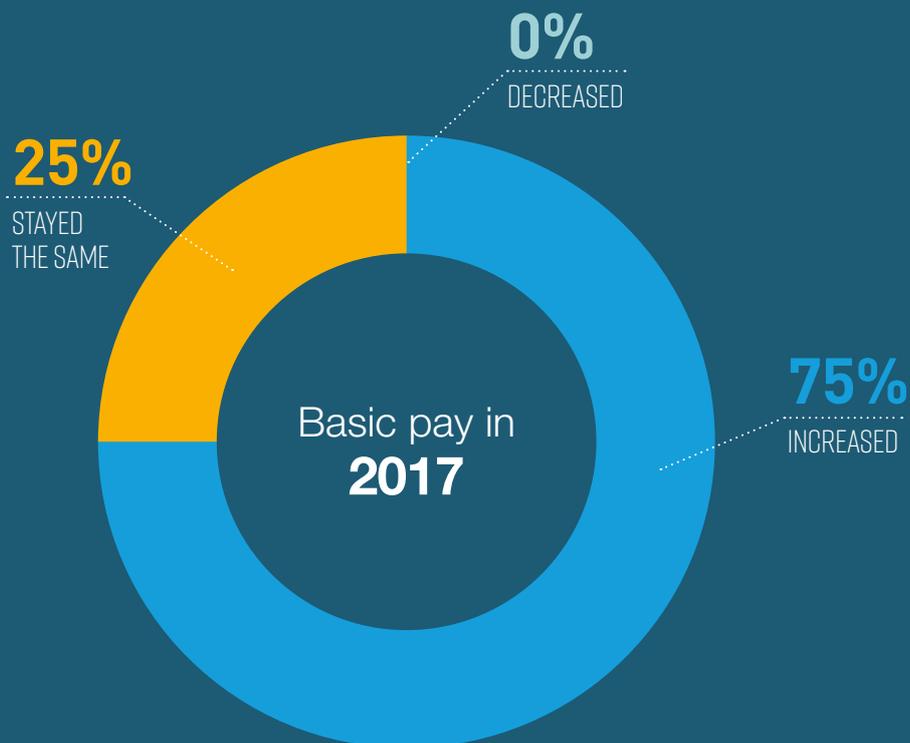


Figure 1 Basic pay changes 2017.

Basic pay rates 2017

In line with previous years, there is some variation across sectors in terms of the incidence of pay increases. The high-tech manufacturing sector is more likely to provide pay increases in 2017 than the traditional manufacturing sector. The services sector is the least likely to provide pay increases in 2017, with just over two-thirds of respondents from this sector providing increases.

Increases in basic pay 2017 – by sector.

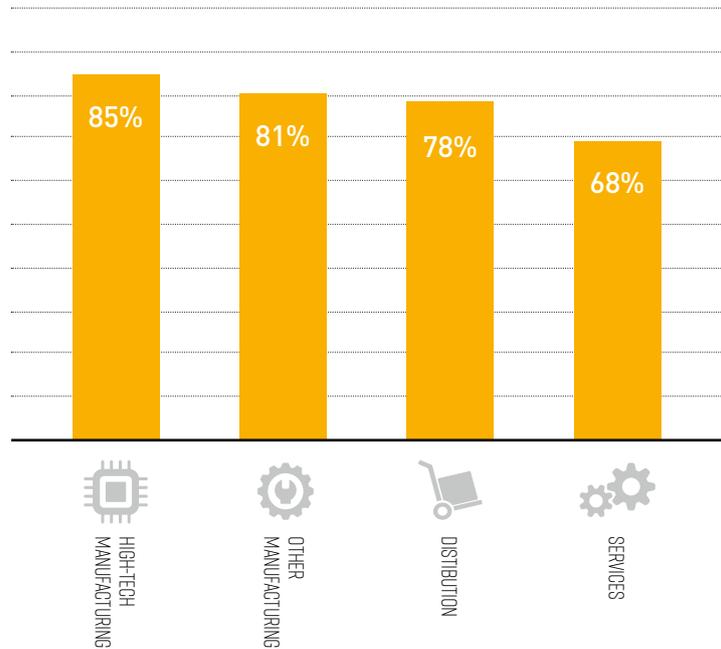


Figure 2 Basic pay increases 2017 – by sector.

The likelihood of pay increases in 2017 is higher according to company size. Almost nine out of ten companies with over 500 employees will implement increases to basic pay in 2017. For smaller companies, i.e. those with fewer than 50 employees, around two-thirds (66%) will provide pay increases this year.

Increases in basic pay 2017 – by company size.

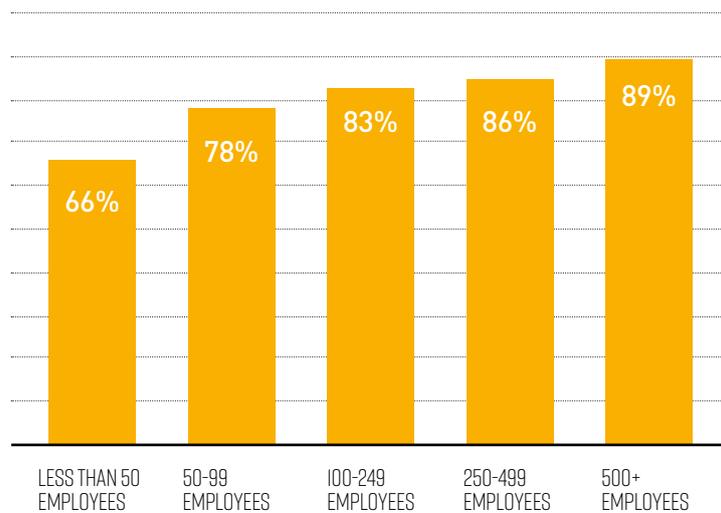


Figure 3 Basic pay increases 2017 – by company size.

Basic pay rates 2018

Three quarters of respondent organisations (75%) expect basic pay rates in their company to increase next year. The median increase of 2% is consistent with pay trends reported over the last three years. The remaining quarter of respondents (25%) expect basic pay rates to remain at their current level in 2018.

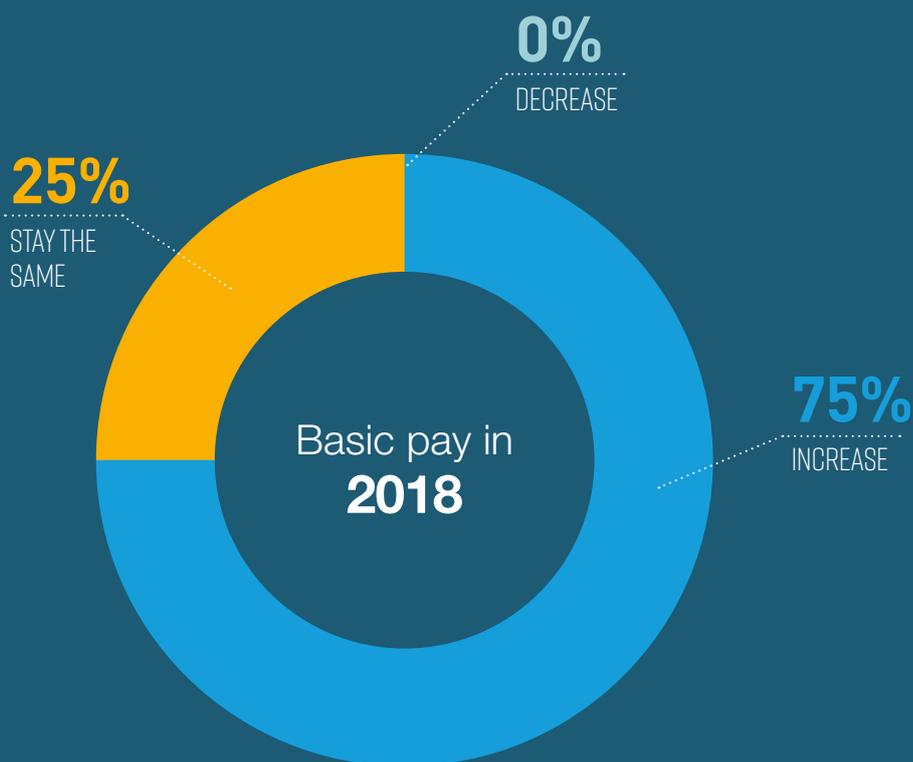


Figure 4 Basic pay changes 2018.

Basic pay rates 2018

There is also some variation across sectors in terms of the instance of pay increases in 2018. The high-tech manufacturing sector is marginally more likely to provide pay increases than the traditional manufacturing sector. It is the most likely sector overall to implement pay increases, with over eight out of ten companies in this sector expecting to increase basic pay in 2018. Just over two-thirds of services companies (69%) expect to implement pay increases next year.

Increases in basic pay 2018 – by sector.

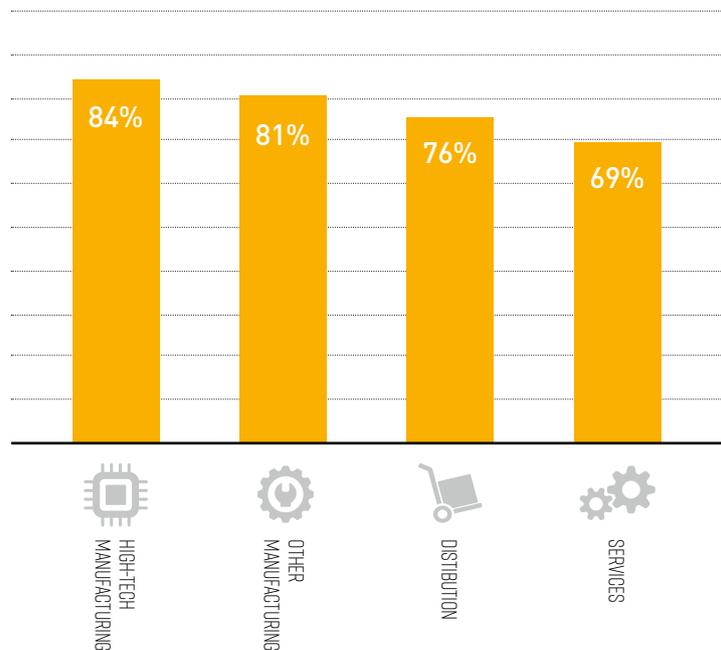


Figure 5 Basic pay increases 2018 – by sector.

The likelihood of pay increases next year increases in line with company size. Over nine out of ten companies with over 500 employees expect to award pay increases in 2018. For companies with fewer than 50 employees, around three out of five expect to give pay increases in 2018. Figure 6 sets out the full details. The key difference for 2018 is that slightly fewer small firms are increasing basic pay in 2018 compared with 2017. These firms may be taking a more cautious approach due to economic issues, including Brexit for example.

Increases in basic pay 2018 – by company size.

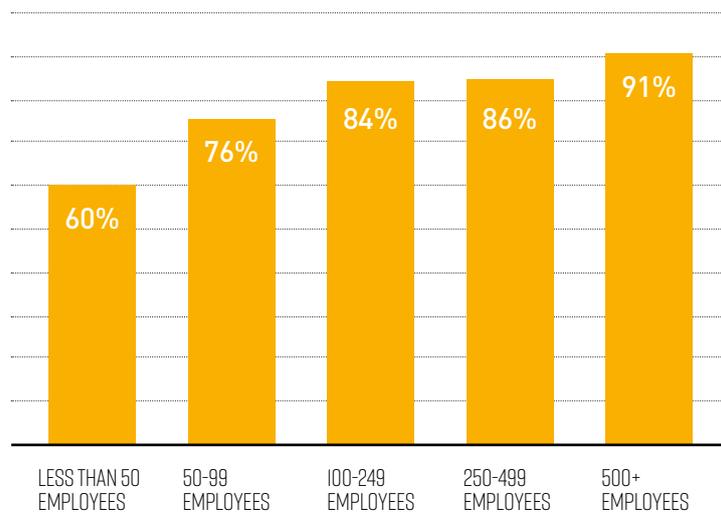


Figure 6 Basic pay increases 2018 – by company size.

Reward and recognition

In addition to basic pay, many compensation packages include further elements such as bonus payments and payments to recognise high performance. These types of payments can assist in attracting prospective employees to an organisation. They also have a key role to play in ensuring that employees who perform to a high standard feel recognised for their contributions.

This Ibec survey asked companies to indicate if they had any list of common bonus and performance recognition schemes in place. The most common scheme is the individual performance bonus scheme, which is in place in over three out of five respondent companies. Bonuses related to company performance are in place in over half of the respondent companies (56%). The table below shows that few companies who did not already have these bonuses in place were considering implementing them.

The important role of teams and cross functional working is increasingly being recognised as a driver of high performance and high value work. When respondents to this survey were asked if they currently have, or plan to have, cross functional teams and/or virtual teams in place in the next 12 months, 47% said that they have/plan to have cross functional teams and 19% have/plan to have virtual teams. However, team performance bonuses, which could support these initiatives, are in place in fewer than one-fifth of respondents. Thus, despite a high level of interest in and incidence of these two forms of team working, the existence of performance bonuses related to team work is not at a similar level.

In relation to recognition of performance, over one-third of respondent companies (38%) have employee recognition awards for excellent performance in place and a quarter (27%) have peer nominated awards in place currently. The following table sets out the details.

	CURRENTLY IN PLACE	UNDER CONSIDERATION
Individual performance-related bonus	62%	5%
Company based performance bonus	56%	4%
Employee recognition award for excellent performance	38%	9%
Peer nominated awards	27%	3%
Team performance bonus	16%	5%

Changes in cost of common employee benefits

Additional benefits beyond pay and bonus are increasingly of interest to prospective candidates and can be highly valued by existing employees. Ibec sought to establish whether employers are experiencing increasing costs in the provision of some common employee benefits.

Two out of five (42%) respondents experienced an increase in the cost of providing health insurance benefits to employees in 2017. Around one-third experienced increases in the cost of providing bonus or performance-related payments (35%) and in the cost of providing training programmes (34%).

Fewer than one in twenty respondents experienced a decrease in the cost of providing the listed benefits. The following table sets out the full details.

	INCREASED IN 2017	STAYED THE SAME IN 2017	DECREASED IN 2017	NOT APPLICABLE/DON'T KNOW	TOTAL
Bonus or performance related payments	35%	40%	4%	21%	337
Private health insurance provision	42%	21%	3%	34%	382
Provision of non-monetary benefits	13%	40%	2%	45%	369
Increased paid leave (e.g. study/exam leave)	19%	47%	2%	32%	379
Cost of providing training programmes	34%	48%	5%	13%	379

Total pay changes 2017

A total of 69% of respondents indicated an increase in total pay bill in 2017. A change in total pay bill indicates not just potential changes in basic pay rates, but additionally any increases or decreases in staff numbers. Total pay bill therefore includes recruitment of new staff and/or company downsizing as part of the metric.

The following section deals with changes in relation to resourcing and staff levels across respondent companies, however in relation to total pay bill, the average increase in 2017 was 5.37% and the median increase was 3%. These figures are similar to those seen in our 2016 report and show an underlying economic recovery encompassing recruitment of new staff.

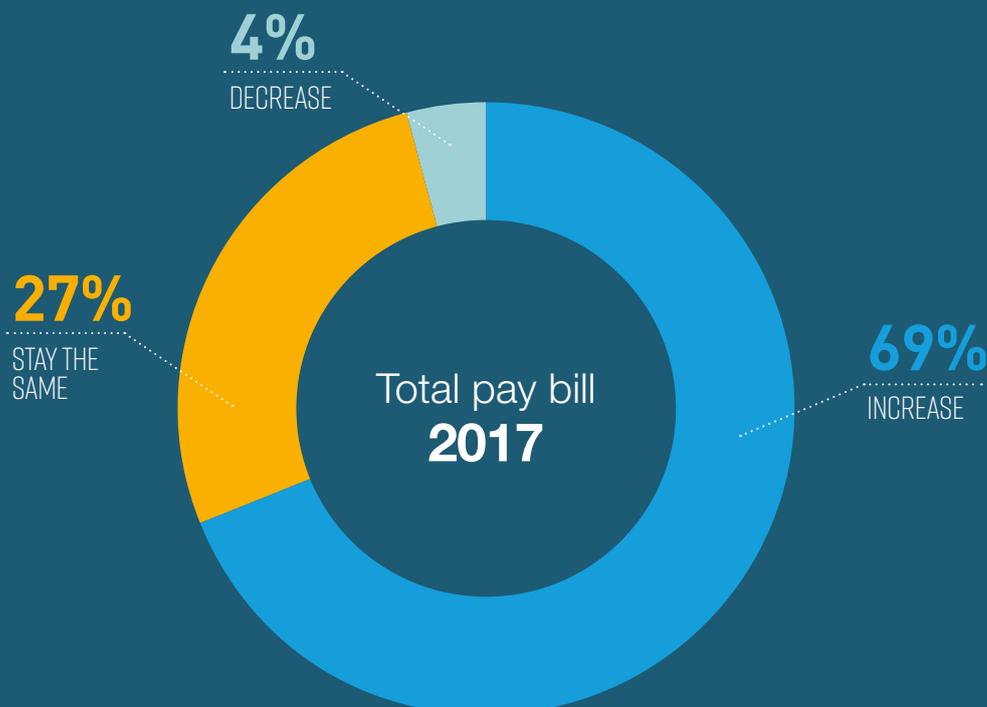


Figure 7 Total pay bill 2017.

Total pay changes 2017

There was some sectoral variation in the incidence of total pay bill increases in 2017. The manufacturing sector is most likely to show an increased wage bill with the distribution sector the least likely.

Increases in total pay bill 2017 – by sector.

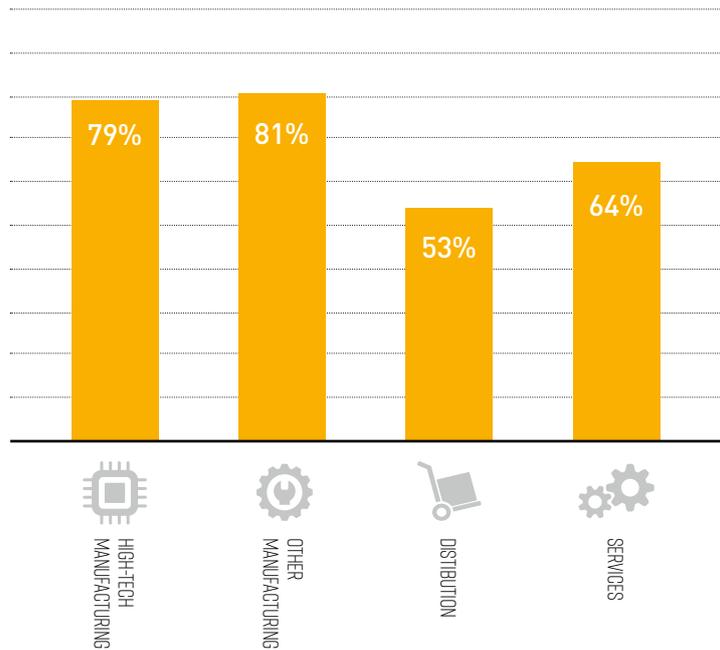


Figure 8 Total pay bill – by sector.

There was a small amount of variation by company size in the incidence of increases in total pay bill in 2017. In general, larger companies are more likely to show an increase in total pay bill in 2017. Figure 9 sets out the details.

Increases in total pay bill 2017 – by company size.

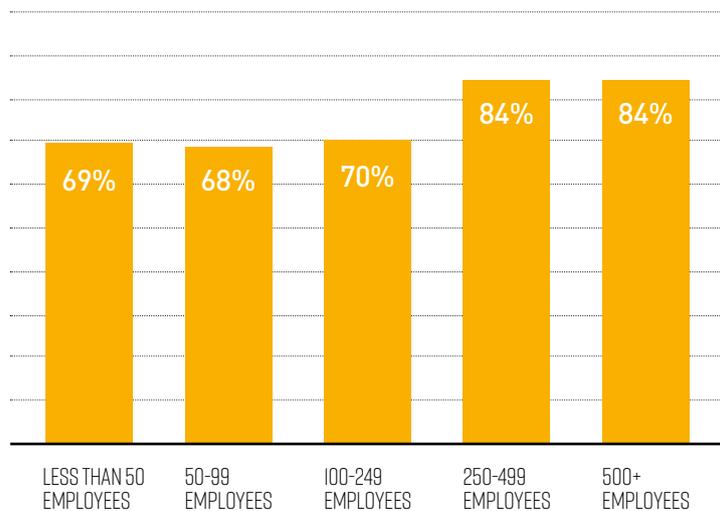


Figure 9 Total pay bill – by company size.

Total pay changes 2018

A total of 71% of respondents indicated an expected increase in their total pay bill in 2018. An average increase in total pay bills of 4.5% and a median increase of 2.5% is expected in 2018. The subsequent section of this report on resourcing provides more detail around recruitment expectations of companies in the coming year.

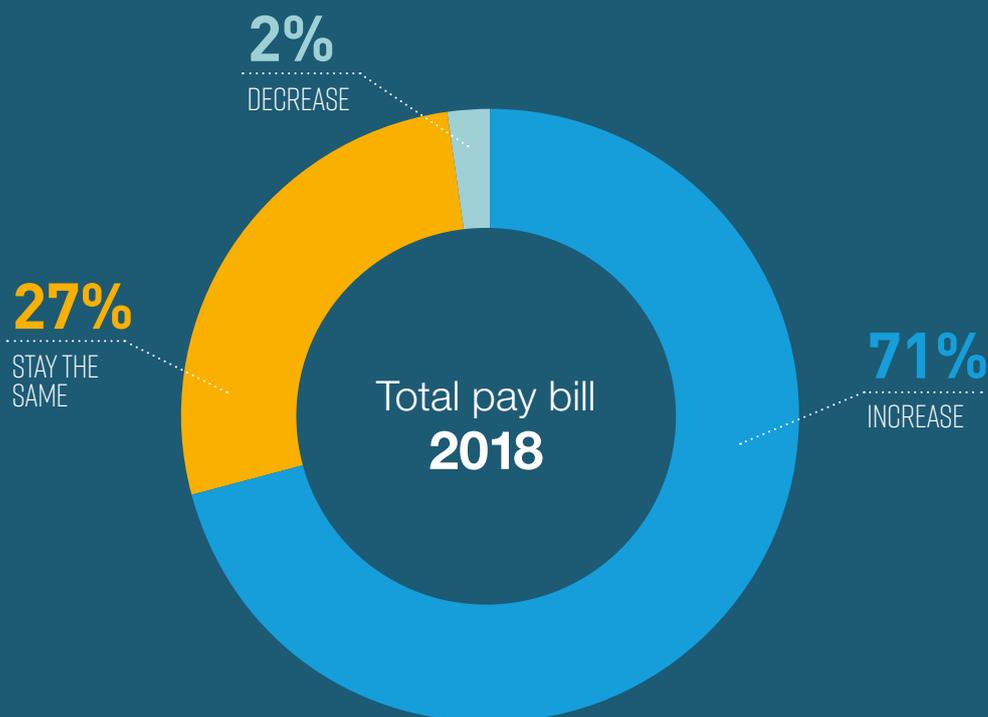


Figure 10 Total pay bill 2018.

Total pay changes 2018

There is some slight variation across sectors in relation to expected changes in total pay bill in 2018. The distribution sector is the least likely sector to experience increases in total pay bill in 2018. For this sector, 76% are increasing basic pay in 2018 while only 60% are increasing their total pay bill. This suggests that employment growth may be slow for many firms in this sector. This reflects an ongoing trend in retail, where increased competition in the sector has reduced margins. This has had consequences for employment growth, which has been slower than other sectors in the economy in recent years.

Increases in total pay bill in 2018 – by sector.

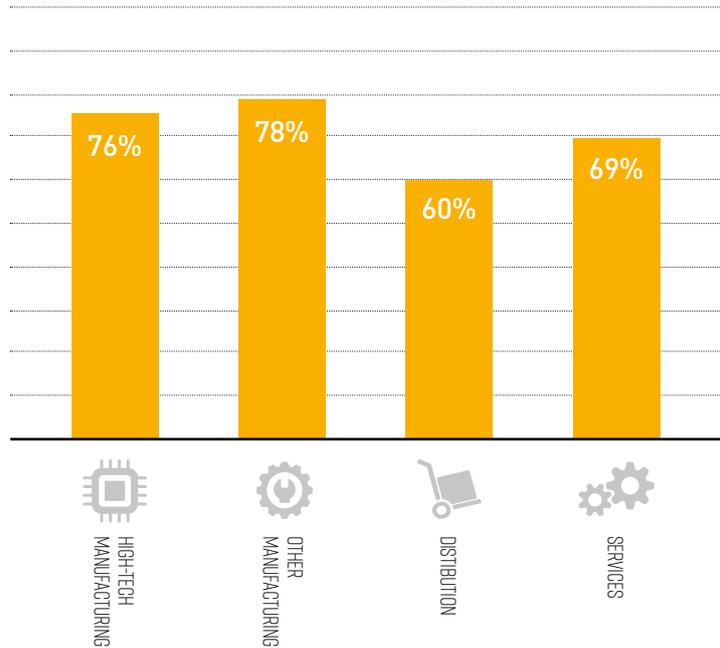


Figure 11 Total pay bill in 2018 – by sector.

The proportion of respondents expecting to see their total pay bill increase in 2018 varied by company size. Over three-quarters of companies with more than 100 employees expected to see an increase in their total pay bill in 2018. Figure 12 sets out the details.

Increases in total pay bill in 2018 – by company size.

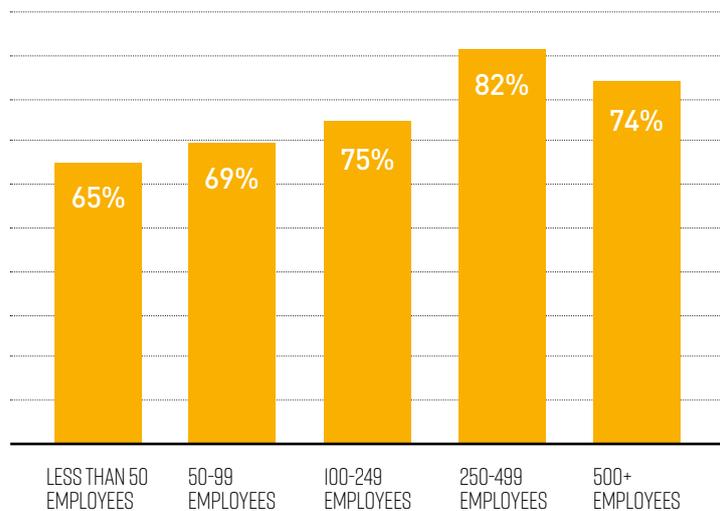


Figure 12 Total pay bill in 2018 – by company size.

Resourcing

Closely aligned to total pay bill, is the recruitment of new staff or reductions in staff numbers, which impact on the total cost of pay. Given the proportion of companies expecting an increased total pay bill in 2018, it is unsurprising that a large proportion of respondents (43%) are expecting to increase staff numbers in 2018.

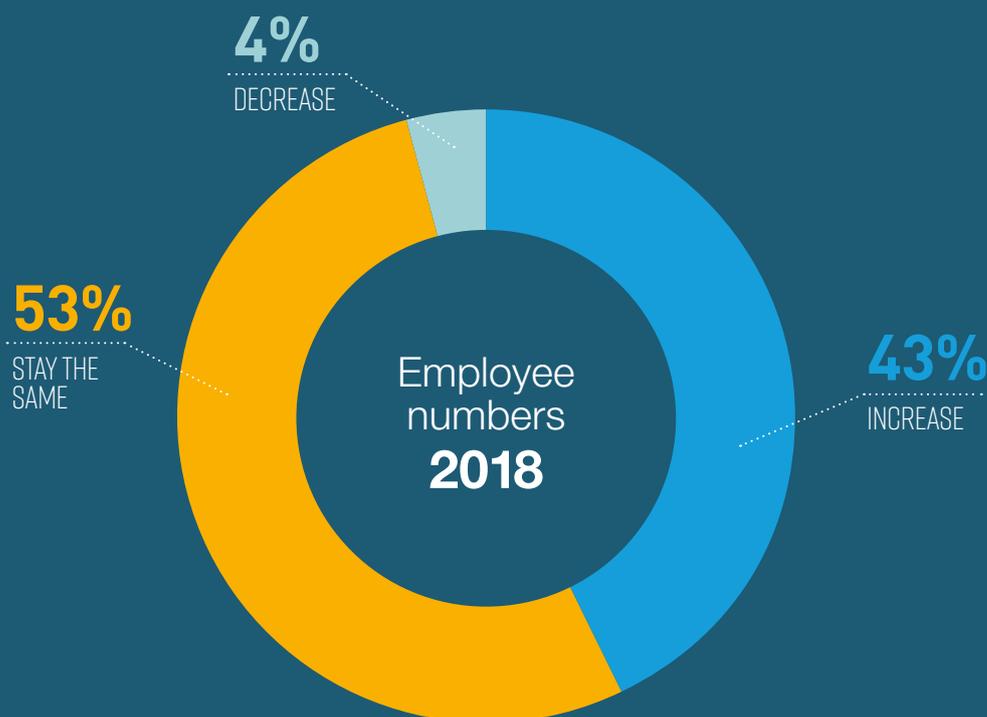


Figure 13 Changes to employee numbers in 2018.

There was no significant variation by sector, however, the services sector, at 45%, was the most likely to increase employee numbers next year, with distribution and high-tech manufacturing at 44% respectively. A third of other manufacturing companies expect to increase their employee numbers next year.

By company size, larger companies are more likely to see increasing employee numbers. Two out of five respondent companies with fewer than 50 employees expected to increase staff numbers next year and half (50%) of those in the cohort of 250 – 499 employees expect to increase.

Resourcing

The proportion is somewhat lower for companies with over five hundred employees and stands at 35%, just over one-third. Where an increase in employee numbers is expected, the average increase is 9.7%, with a median of 6.5%. Decreases are expected in just 4% of respondent companies.

Companies have a number of options when seeking to increase their headcount and may opt to do so through employing direct employees or through the engagement of agency staff or independent contractors. Respondents to this survey were asked to indicate which was more likely in their organisation in the next six months. The recruitment of direct employees (both permanent and temporary) was the most common.

Table 1 Recruitment in the next six months.

	YES	NO	UNDER CONSIDERATION	DON'T KNOW	TOTAL
Recruit permanent staff	67%	19%	10%	4%	368
Recruit temporary staff	52%	31%	10%	7%	352
Increased usage of independent contractors	14%	64%	11%	11%	335
Increase usage of agency staff	12%	71%	8%	9%	339

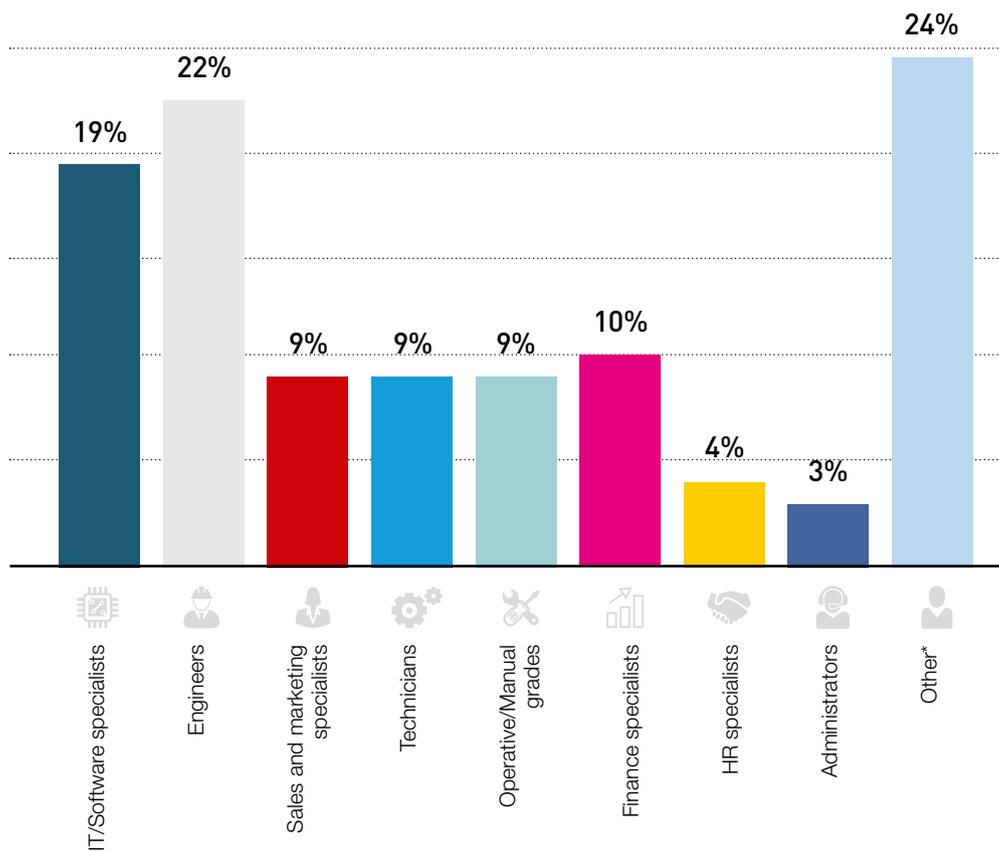
An examination of the manufacturing sector indicates that recruitment of permanent staff is more likely in high-tech manufacturing companies with over two-thirds (71%) of these companies indicating that they are expecting to increase permanent staff in the next six months compared with 55% of traditional manufacturing companies. Some 76% of distribution companies and 68% of services companies are also expecting to recruit permanent staff in the next six months.

The proportion of companies by sector expecting to increase temporary staff closely mirrors that of permanent staff in most sectors. The high-tech manufacturing sector is looking to increase temporary staff in over half (51%) of companies. Distribution (53%) was slightly higher than traditional manufacturing (44%) and services (44%).

Skill shortages

The high level of respondents (43%) who plan to increase their employee numbers in 2018 coupled with the further data that confirms high levels of employers where the recruitment of both permanent and temporary employees is likely, is indicative of an increasing focus on recruitment and the potential for skills shortages to arise. To assess this, we asked respondents to this survey to indicate if they had experienced difficulties in attracting employees with certain listed skillsets. The findings below reflect the trends identified in 'previous years' reports.

Skill shortages



*Other includes: Nurses, Chefs, multilingual staff, leadership roles, procurement, legal, chemical specialists, regulatory and compliance specialists, apprentices, supervisors, risk specialists, radiographers, quality engineers, customer services, surveyors, property specialists, logistics staff, production planners and staff, life science professionals and drivers.



HR Priorities

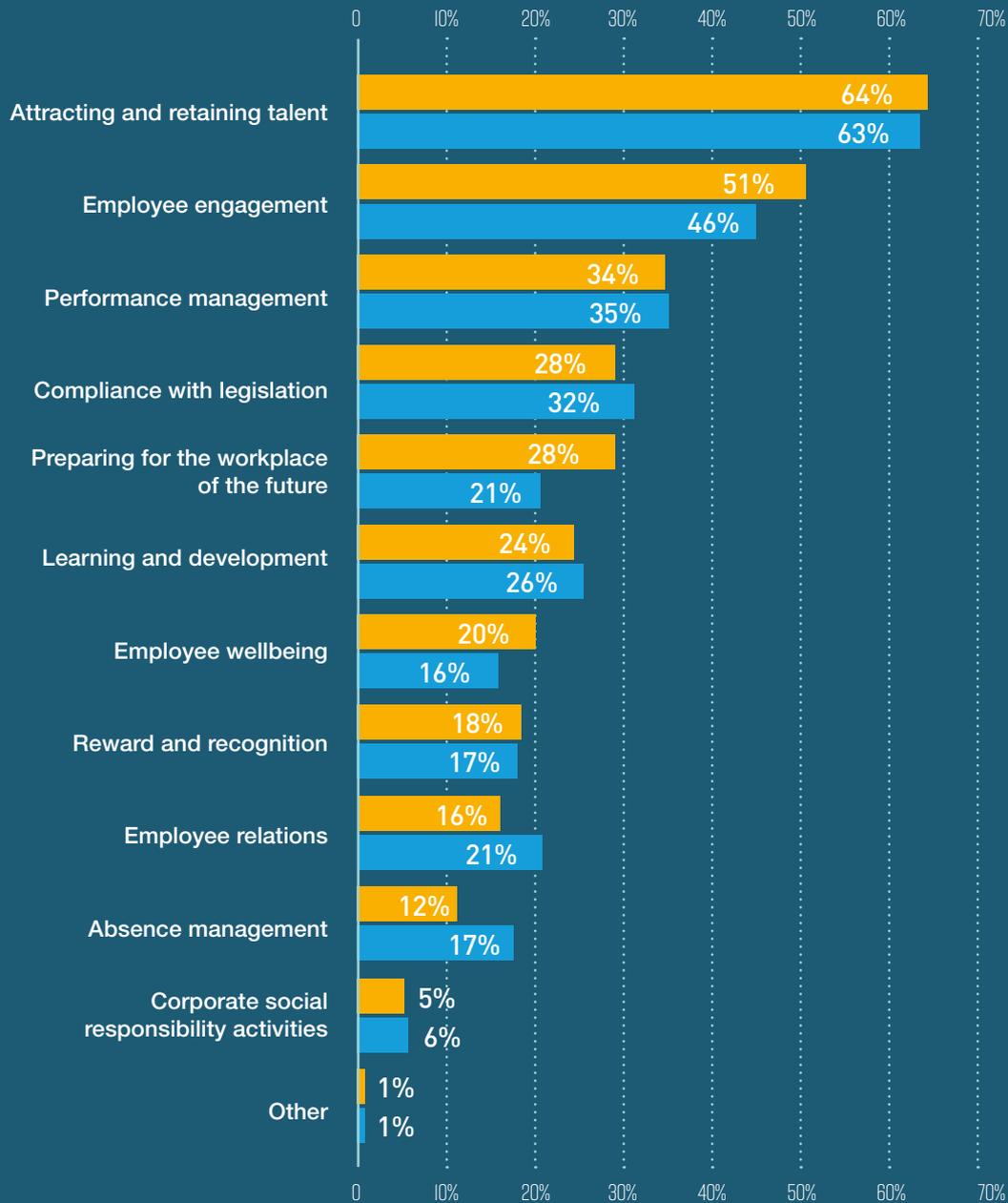
With many competing demands on an organisation's HR function, this survey sought to identify the HR priorities for respondent companies and to establish the extent to which these priorities might change as we move into 2018.

Respondents rated the relative importance from a list of HR priorities across the two years, 2017 and 2018. The main priority for respondents in both years was **attracting and retaining talent** (63% in 2017 and 64% in 2018). Against a background of increasing headcount and recruitment, along with evidence of increasing skill shortages, this finding is not surprising.

Over half of the respondents (51%) view **employee engagement** as a key priority for 2018, which is slightly higher than in 2017 (46%). This prioritisation of employee engagement is indicative of employers' increasing awareness of the key role that it plays in talent retention, talent attraction and overall company performance. The increasing interest in activities related to **employee wellbeing** (16% in 2017 and 20% in 2018) and **reward and recognition** (17% in 2017 and 18% in 2018) also support this view.

Interestingly, **preparing for the workplace of the future** increases as a priority for employers in 2018. This area is rated at 21% in 2017 and climbs to 28% in 2018, indicating that employers are seeing this as an increasing area of focus on the HR agenda. A deeper analysis of the activities that employers are undertaking and planning in their preparation for the workplace of the future can be found later in this report.

HR Priorities



■ 2018
 ■ 2017

Attracting talent

As highlighted earlier, the attraction and retention of talent is the top HR priority of respondent companies in both 2017 and 2018. The ability to attract the right skills to an organisation has implications across the business in terms of productivity and profitability, as well as impacting positively on organisational culture. To track the measures that employers are taking to attract talent to their businesses, this survey asked if companies either currently engage, in or expected to engage in a number of key activities.

Using **online recruitment** is a key initiative, with almost three out of five (59%) respondents indicating that this method of recruitment is currently used to attract candidates or planned in the next year. Over half of respondents (55%) focus, or plan to focus in 2018, on their **employer brand** to attract candidates, while a similar proportion (51%) promote, or intend to promote next year, **available career paths and development** opportunities to potential new hires.

It is notable that many companies are considering the implementation of new or further initiatives to improve their ability to attract talent. In particular, 29% of respondents are considering a **review of the compensation packages offered to new joiners**, 27% are considering **promoting career paths/development opportunities to prospective candidates** and 26% are considering **providing more/different flexible work options to attract employees**.

	ENGAGES IN CURRENTLY OR IN 2018	UNDER CONSIDERATION	TOTAL
Engage in online recruitment to attract new employees	59%	15%	359
Build employer brand to attract prospective employees	55%	15%	350
Provide and promote career paths and development opportunities to prospective employees	51%	27%	356
Provide more/different flexible work options to attract employees	28%	26%	352
Review compensation packages offered to new joiners	23%	29%	351
Other	9%	5%	139

Retaining talent

Talent retention is a key employer concern and employers continue to implement a wide range of initiatives to improve their ability to retain the right people. Focusing on common talent retention initiatives, this survey asked respondents to indicate which initiatives are in place in their organisations.

Mirroring some similarities to the types of activities noted earlier to attract talent, the most popular initiatives are investing in new **learning and development opportunities** for employees (63%) and investing in **employee wellbeing initiatives** (55%). Aligned to an investment in learning and development opportunities, 51% of respondents are engaging in **formal succession planning** and 48% in options for **internal mobility**. These findings show that a high proportion of employers recognise the key role that learning, development and career progression play in retaining employees.

Reflecting the increasing ease of capturing workplace data, half of respondents reported **collecting and analysing data on existing workplace satisfaction** as a means to improve talent retention in their organisations.

The importance that employers attach to talent retention is apparent in these findings with large numbers of employers actively undertaking specific activities to improve their ability to retain talent as well as high numbers considering further or new initiatives. Notably, 49% of respondents to this survey indicated that they were considering initiatives beyond those listed in the survey, thus showing that employers are considering more creative and varied approaches.

Retaining talent

	ENGAGES IN CURRENTLY OR IN 2018	UNDER CONSIDERATION	TOTAL
Invest in new learning and development opportunities for employees	63%	8%	360
Invest in employee wellbeing initiatives	55%	10%	357
Engage in formal succession planning	51%	13%	356
Collect and analyse data on existing workplace satisfaction	50%	20%	343
Provide options for internal mobility across roles for employees	48%	19%	351
Review compensation and benefit strategies to retain employees	39%	20%	353
Review the organisational approach to recognition of performance	39%	20%	343
Provide new/additional flexible working arrangements	37%	30%	352
Other	3%	49%	102

Employee wellbeing

Over the past few years, employee wellbeing is an increasing area of interest for employers in Ireland. A key element of this is the mental health of employees. We are seeing a shift in how employers view wellbeing, which is moving from a reactive approach to the management of sickness absence to a more proactive focus around wellness, managing mental health and creating a supportive culture. Given the interdependency between the mental health and wellbeing of employees and increased employee engagement, this makes good business sense and will benefit individuals, organisations and society. Investment in employee wellbeing is a key initiative of employers who are focused on employee retention (55% of respondents, as reported earlier).

Three out of five respondents rate employee wellbeing as very important within their organisation, with a further 38% of respondents rating employee wellbeing as important. However, despite this sentiment, just over a quarter (27%) had a formal strategy in place in relation to wellbeing. A formal strategy is indicative of senior management commitment to employee wellbeing and can assist in increasing awareness and communication of this commitment. A formal strategy can also ensure consistency of approach across the organisation and to identify key areas of focus.

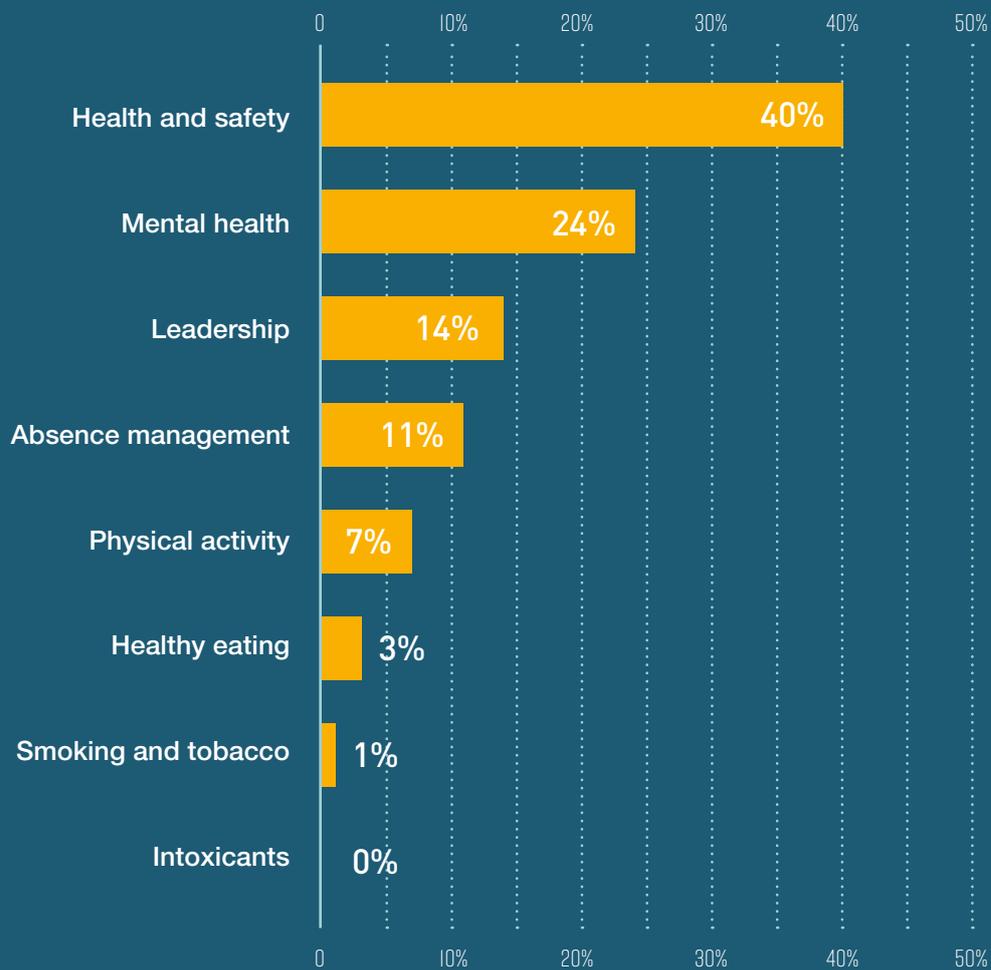
A further third (35%) had an informal strategy in place in relation to wellbeing. Just over one-third of respondents (38%) did not have an organisational strategy, either formal or informal, in place in relation to employee wellbeing.

Employee wellbeing is an area of expected growth among respondents as two-thirds (66%) expect their investment in workplace wellbeing to increase in the next five years. The top wellbeing priority for respondents is not in areas such as smoking and tobacco, intoxicants or healthy eating, but rather focuses on areas such as **health and safety** and **mental health** as priorities. The relationship between health and safety in the workplace and employee wellbeing is long established. Employers are required under health and safety legislation to implement certain actions to ensure a safe place of work. Employee wellbeing is a broader area than health and safety, and involves in many instances, a voluntary undertaking by the business to make an investment.

The findings overleaf indicate scope for more employers to invest in areas such as mental health, physical activity and healthy eating initiatives for their staff.

Employee wellbeing

Priorities in employee wellbeing



Leadership

Leaders play a key role in the implementation of HR initiatives and change programmes. The role of a leader has broadened to include a wider variety of skills which include people management skills, process management skills and the ability to keep pace in an increasingly fast changing environment. Leadership development training has been consistently identified in our survey series.

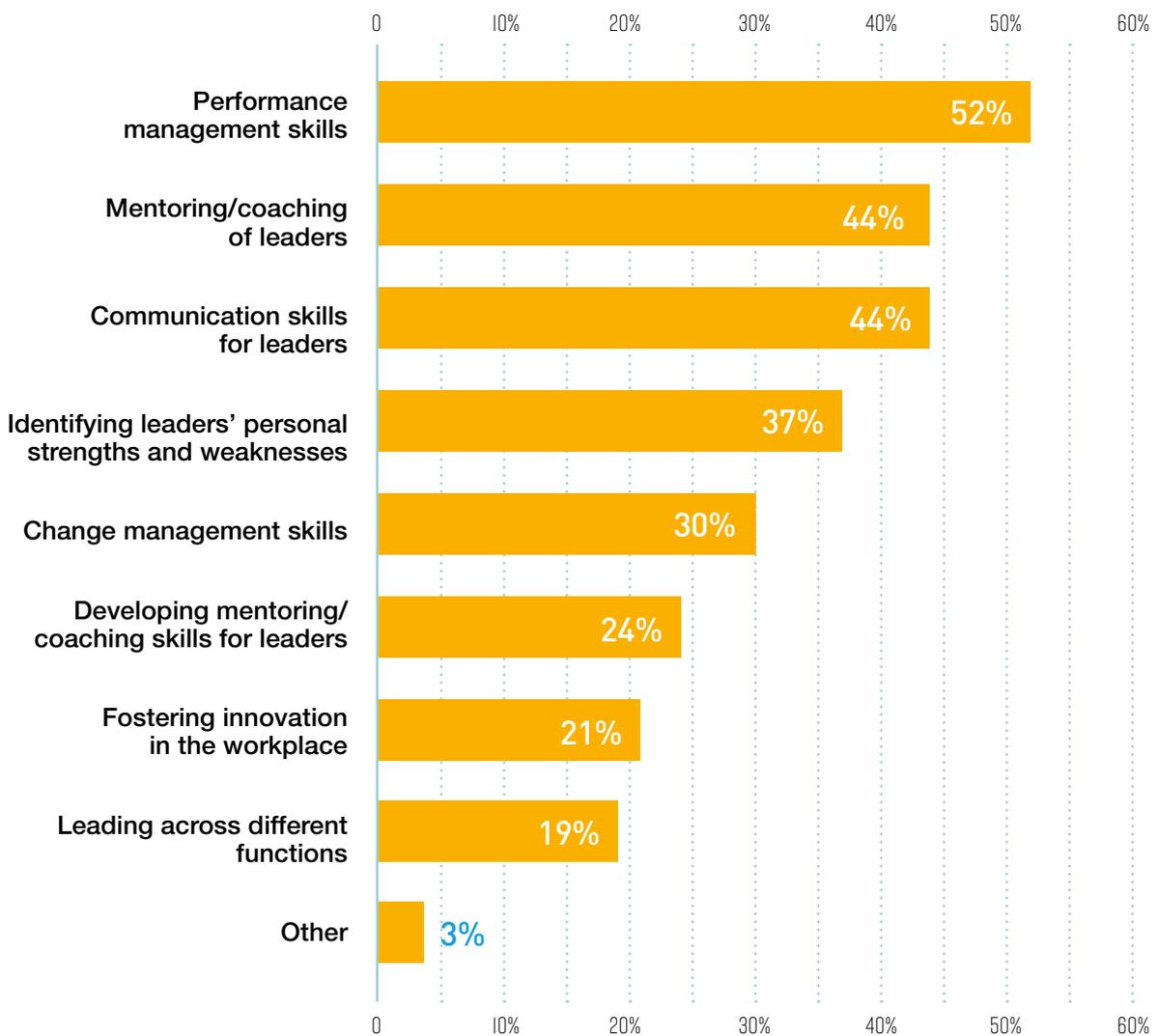
Ensuring that the right leaders with the right skills are in place is key and this survey sought to establish how many employers undertake a formal exercise to assess the leadership capability in their organisations and how often this happens. A review of leadership capabilities occurs in many employments. Two out of five respondent companies continuously review leadership capabilities within their organisations, while an additional quarter (26%) review annually. Around one in ten companies (9%) however, never conduct such a review.

This survey also asked respondents to indicate the areas of focus for leadership development in 2017. One of the main areas of focus in leadership development is in relation to **performance management skills** (52%), reflecting that this is a key responsibility of leaders and managers. Other areas of focus include **communication skills for leaders** (44%) and **mentoring and coaching of leaders** (44%). The identification of leaders' personal strengths and weaknesses was a focus in over one-third (37%) of respondent companies.

The evident focus among companies on mentoring and coaching of leaders, as well as on identifying the individual strengths and weaknesses of leaders, shows a high level of awareness among respondents of the importance of developing a leader's personal skills. These may include areas such as resilience, self-awareness and identifying values.

Leadership

Leadership areas of focus 2017



Workplace of the future

The rapid pace of global change, facilitated by technology, is already transforming how and where people carry out their roles. The nature of the work that companies undertake and the way it is undertaken is increasingly starting to shift as consumer expectations, demographic changes and technological advances result in a need for new products and channels of service delivery.

As identified earlier in this report, preparation for the workplace of the future is a significant and increasing HR priority. We asked respondent companies to identify the areas of activity, where either currently or in the next 12 months, they engage in preparing the workplace of the future. The findings are on next page.

Increasing investment in technology to support new ways of working is the most popular activity with over half (57%) of respondents expecting to increase their investment in the next 12 months. This finding is consistent with our findings in 2016.

Technology underpins many of the current and planned initiatives that respondents are undertaking to enhance their ability to attract and retain talent, as reported earlier, and many of the activities overleaf. However, some areas supported by improved technology such as **remote working** and **virtual teams** remain relatively low as priorities for the next 12 months (one fifth of respondent companies). This low uptake by employers suggests that they are more focused on enhancing how work is completed within the workplace.

The increased use of **cross-functional teams** also emerges as a key initiative by respondents (47%) to prepare for the workplace of the future. The **redesign of the physical workplace** may be an enabler for team working and 39% of respondents reporting this initiative as a current or future planned activity next year. Consistent with this trend, the other popular initiatives which companies are currently engaged in, or considering, are the **redesign of existing job roles** (67%), the **introduction of new job roles** (63%) and the **removal of defunct job roles** (54%).

In terms of planning, 21% of respondents have or intend to put in place a formal plan/strategy to prepare for the workplace of the future. A notable percentage (28%) also are considering introducing such an initiative. In line with earlier findings in this report, it is apparent that employers are increasingly aware of the significant impact of the changing nature of work.

The role of leaders is a further significant finding with 33% of respondents reporting that they have, or intend to in the next year, specifically prepare their leaders for the workplace of the future and 29% of respondents reporting that they are considering this. Many of the initiatives above do and shall require leaders to take an active role in changing and redesigning the business. It is critical therefore that leaders are personally equipped to understand and deploy these changes.

Workplace of the future

	ENGAGES IN CURRENTLY OR IN 2018	UNDER CONSIDERATION	TOTAL
Increased investment in technology to support new ways of working	57%	23%	337
Increased use of cross-functional teams	47%	24%	341
Redesign of the physical workspace	39%	16%	338
Introduction of new job roles	36%	27%	332
Redesign of workflows	36%	24%	340
Leadership preparation for the future workplace	33%	29%	336
Removal of defunct job roles	31%	22%	335
Redesign of existing job roles	30%	37%	338
Increased usage of remote working	22%	26%	340
Formal plan/strategy in place to prepare for the workplace of the future	21%	28%	336
Increased use of virtual teams	19%	11%	332



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