

Sustainable
HRM

Skillnet,

Sustainable people practices

A framework to empower tomorrow's
workforce to be net better off

CIPD



Sustainable people practices: A framework to empower tomorrow's workforce to be net better off

Foreword:

The CIPD champions better work and working lives, promoting people-centric decision-making at the heart of business. There is a need to apply a sustainability lens to people practices, to provide guidance on how to embed a culture whereby, as a result of working with the organisation, employees are supported and developed to be 'net better off' in terms of health and employability. This guidance was developed with strong support from our Sustainable HRM Skillnet network members and contributors as well as Network Manager Sara Mullally, expert facilitators especially Dr Declan Bogan and Dr Tara Shine, and support and funding from Skillnet Ireland.

To read the full sustainable people practice framework, please copy the QR code below. We trust you will get value from this framework which calls out the pillars of sustainable people practices, key metrics and the path to implementation.

Mary Connaughton, Director CIPD Ireland



Definition:

Sustainable people practices refer to the purposeful redesign and implementation of people policies, procedures, and activities to create responsible organisations that deliver business goals through positive people impact

People professionals play a critical role in building responsible organisations and delivering on their sustainability ambitions. Practitioners:

1. enable the workforce through education, wellbeing, and skills development.
2. act as change agents and create the cultural conditions for more 'socially conscious' organisations.
3. act as champions of the employee value proposition, representing the brand externally to candidates and communities.
4. are actively involved in creating the organisation's sustainability narrative and helping achieve sustainability credentials.
5. need to challenge colleagues with the right questions, and share those insights to deliver people-centric decisions.
6. demonstrate and deliver impact by providing key data and insights to ensure compliance to ESG and sustainability reporting.



Sustainable people practice framework

The sustainable people practice framework and guide identifies five pillars that capture the activities that people practitioners champion/lead as well as those they influence, in the context of both external and organisational forces. The goal is to deliver a sustainable workforce that meets the organisations strategy.

| Strategy | | | | |
|--|--|--|---|--|
| Organisational strategy, people strategy and sustainability goals | | | | |
| Pillars | | | | |
| Workforce for the future | People practices and processes | Culture, leadership and strategy | Governance, risk and regulation | Communities and social impact |
| Activities – champion/lead | | | | |
| <ul style="list-style-type: none"> Develop skills and capabilities Coaching and mentoring Wellbeing Workforce planning and design Career pathways People data analytics Ways of working Employee voice | <ul style="list-style-type: none"> Compensation and benefits Employee engagement and communication Systems and processes Employee lifecycle management Recruitment Performance management Talent management | <ul style="list-style-type: none"> Culture, values and behaviours People strategy Employee value proposition Equality, diversity and inclusion Change management and transformation | <ul style="list-style-type: none"> People policies and documentation Employment law, regulation, industrial relations Occupational health and safety People risk management | <ul style="list-style-type: none"> Community and stakeholder engagement Enabling sustainability behavioural change |
| Activities – influence | | | | |
| <ul style="list-style-type: none"> People-centred technology and AI | <ul style="list-style-type: none"> Job design | <ul style="list-style-type: none"> Organisation strategy facilitation and delivery Employer branding Leadership development | <ul style="list-style-type: none"> External validation and certification Ethical decision-making Human rights Social protection | <ul style="list-style-type: none"> Social impact analysis CSR, charitable activities and community projects |
| Impacts and dependencies | | | | |
| ORGANISATIONAL (INTERNAL) Mission and values Organisation leadership Business model and strategy Data and insights Internal stakeholders Internal stakeholders | | EXTERNAL Legal and regulatory Climate and environment Economic environment Technology and digital disruption Political and government External stakeholders and communities | | |

Actions under the five pillars and how to measure success

| Pillar | Defined | Actions to take | Sample metrics |
|---|--|---|--|
| Workforce for the future | A workforce with the mindset and skills to operate a responsible organisation for a sustainable future | <ul style="list-style-type: none"> Identify, invest in, and develop the skills and competencies to deliver a sustainable workforce Promote and implement diverse and inclusive workforce policies Integrate sustainability considerations into workforce planning | <ul style="list-style-type: none"> % women at board and management level Average training hours per employee per year Access to the skills and capabilities needed |
| People practices and processes | The practices and processes that support and enhance the wellbeing and employability of people throughout the employee lifecycle | <ul style="list-style-type: none"> Promote and embed a long-term, sustainable approach in practices and processes, including recruitment, onboarding, performance management, and employee development Regularly review and update people practices in line with sustainability-related regulatory requirements | <ul style="list-style-type: none"> Workplace safety and standards Employee wellbeing and mental health indicators Absenteeism rates Employee turnover |
| Culture, leadership and strategy | The values, attitudes, and behaviours that guide leadership to develop and deliver a sustainability strategy | <ul style="list-style-type: none"> Align your values with sustainability values Communicate the vision of a sustainable workforce and organisation Integrate sustainability into personal objectives Develop programmes and initiatives that foster a sustainability culture | <ul style="list-style-type: none"> Behaviours in line with values Employee engagement/satisfaction scores (eNPS) Successful delivery of sustainable people projects |
| Governance, risk and regulation | The rules, practices, processes and risk management by which a responsible organisation operates | <ul style="list-style-type: none"> Create and implement responsible governance structures Educate leadership and colleagues about sustainability risks and compliance requirements Conduct 'people sustainability' risk assessments Incorporate the delivery of sustainable people practices into key decision-making and accountability at all levels | <ul style="list-style-type: none"> Diverse composition of the workforce % employees by group - age, gender, ethnicity People risks profile Human rights violations |
| Communities and social impact | The proactive efforts responsible organisations make to have a positive impact in the communities where they operate | <ul style="list-style-type: none"> Develop community initiatives that align with sustainability and business goals Facilitate employee involvement in community projects Establish and nurture long-term relationships with community organisations and groups Conduct social value impact evaluations Recognise and reward community and social contributions | <ul style="list-style-type: none"> % jobs filled by local candidates % spent on supporting communities/charities Fundraising totals Volunteer hours by employees/company |

Tools for success

The implementation roadmap and the sustainability charter are designed to be an overview to help you create your sustainability story.

This charter is a framework to help you present the areas where you want to make the greatest people impact in your organisation. It is designed to help you showcase your key priorities for action and tell your organisations' story of supporting people to thrive.

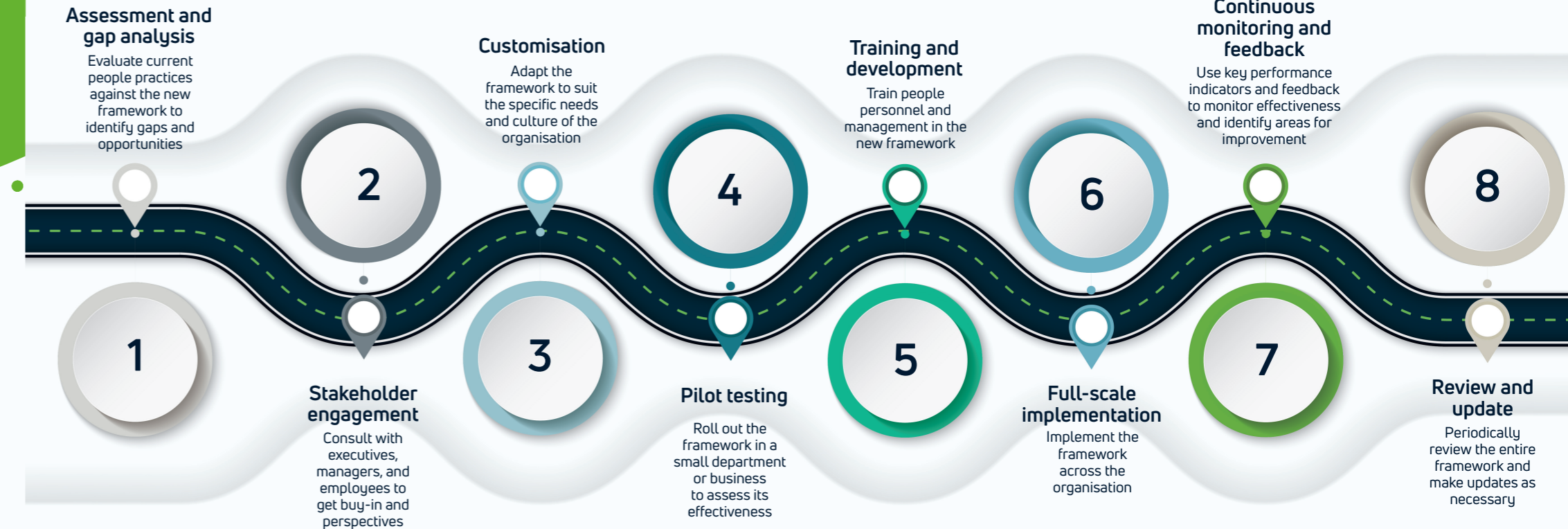
Select each pillar in turn. Assign ownership of each pillar's activity. Pick two to three key focus areas across the activities. Define the goals for each activity and capture key initiatives to deliver those goals. Agree what the challenges might be and the requests of the business. Repeat for each pillar. Highlight the top people impact initiatives, goals, and challenges that you want your organisation to focus on. This is your story on a page!

Implementation roadmap

The roadmap provides a high-level process to embed sustainability goals across your organisation.

This eight step process gives examples of consulting, agreeing, embedding and monitoring sustainable people practices across your organisation. A key step in the early stages is to define the priority areas where the greatest impacts may be had across the five pillars so you can tell your story.

| Organisation sustainability vision and values | | What sustainability means to our People/HR team | | Key sustainability/ impact goals for 202x | | Challenges and asks | |
|---|-------|---|--|---|--|---------------------|--|
| Our greatest impacts in 202x | | | | Top 3-5 impact initiatives for 202x | | | |
| Pillar | Owner | Key impact focus areas | | Impact goals | | | |
| Workforce for the future | | | | | | | |
| People practices and processes | | | | | | | |
| Culture, leadership and strategy | | | | | | | |
| Governance, risk and regulation | | | | | | | |
| Community and social impact | | | | | | | |



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