



Let your imagination run

wild

Portfolio

Ian Scarborough

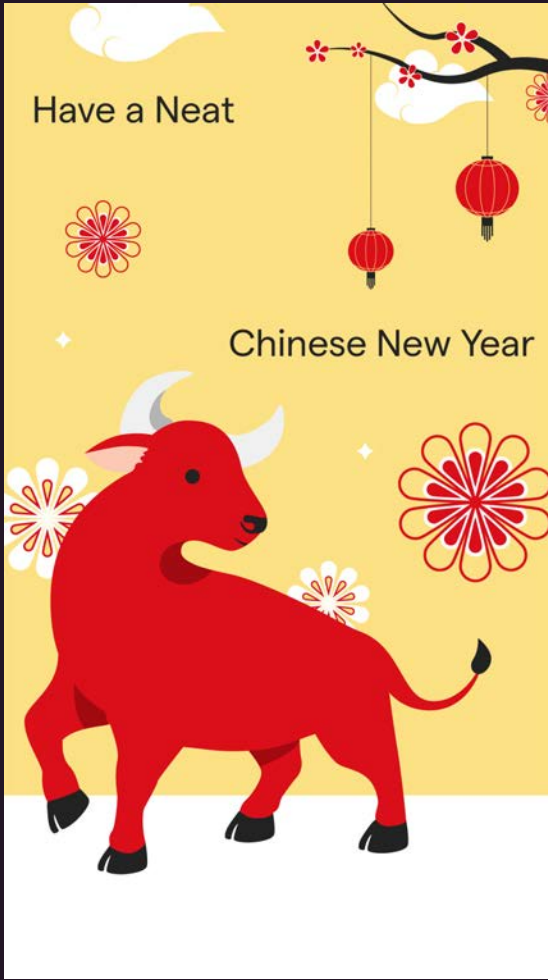
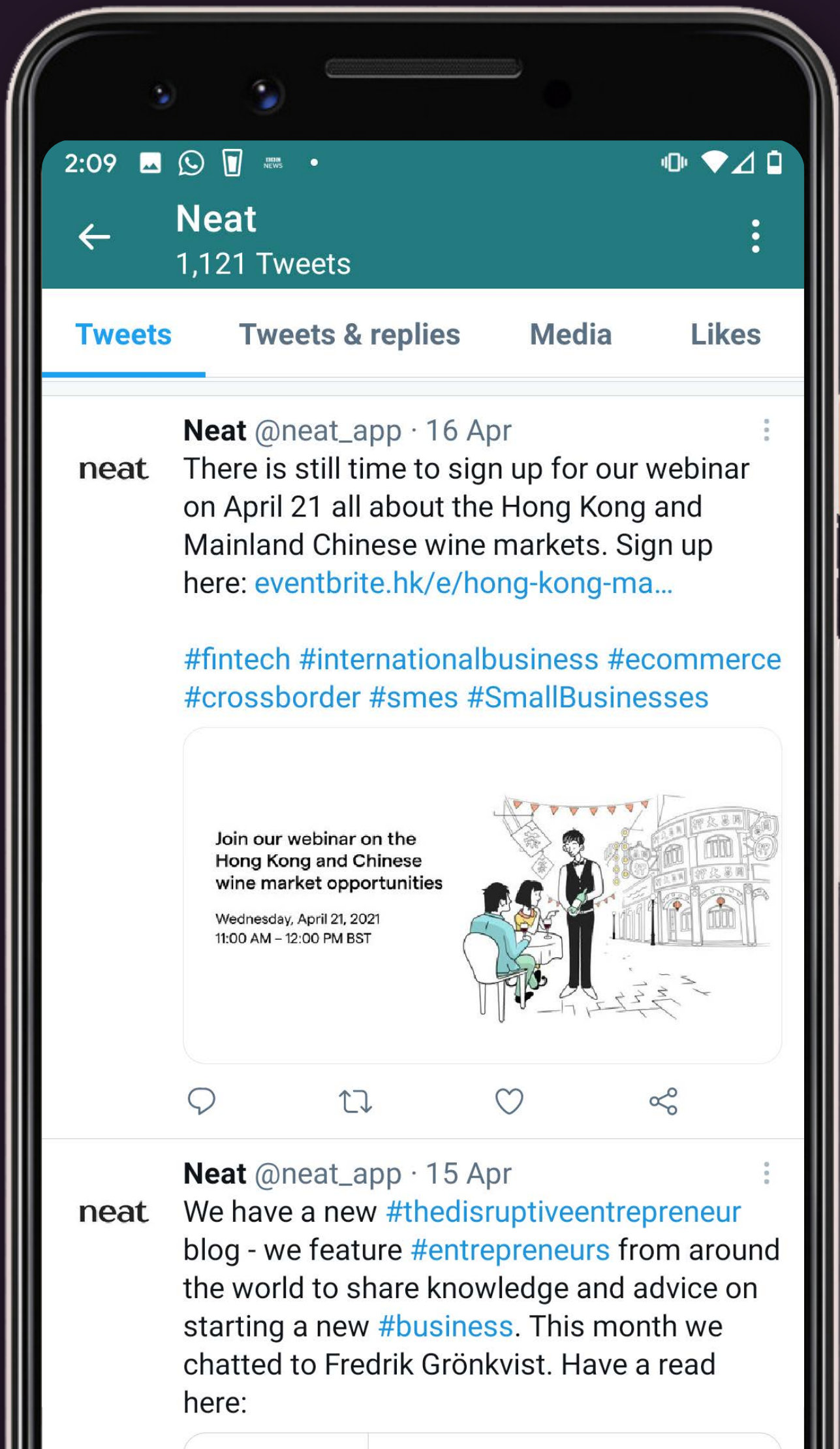
Digital design

Social media / web & email banners



Social media

Neat





## Social media

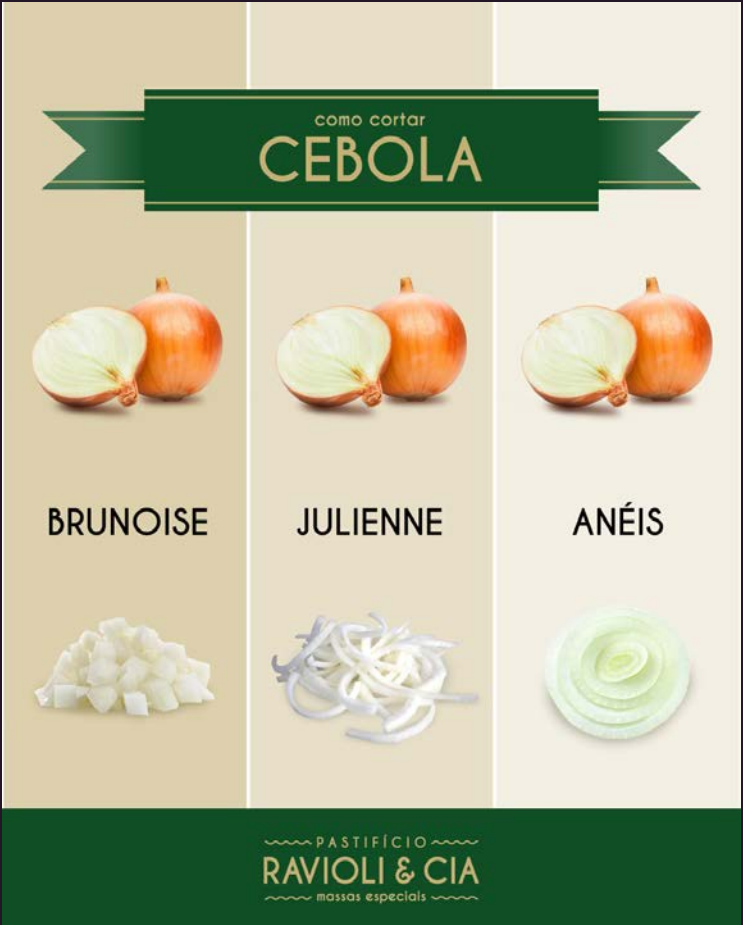
CIPD



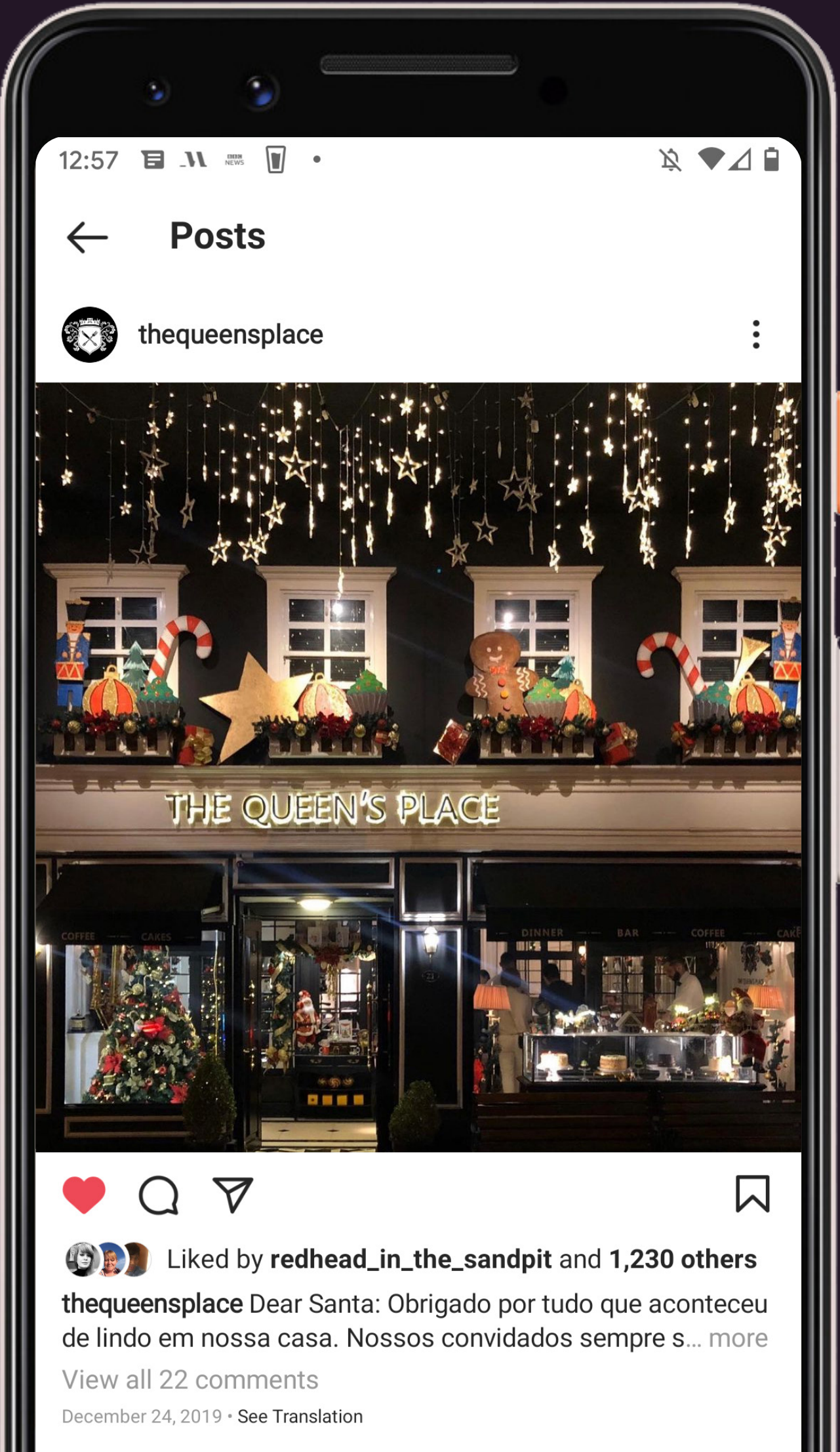


Social media

Ravioli & Cia









Web & email banners


CIPD / Neat / DiviPay

**STRONGER**  
*together*



Read our Annual Report

CIPD



**STRONGER** *together*  
**60+ reports and guides**

Read our report #CIPDAnnualReport

Have a Neat



Chinese New Year


CIPD NORTH:  
**REGIONAL INSIGHTS**

**GET YOUR UPDATE**  
NEWS | ACTIVITIES | AWARDS & MORE

*'My mentor has given me a much clearer understanding of what the recruiter is looking for'.*



**Get involved**  
[cipd.co.uk/stepaheadmentoring](https://cipd.co.uk/stepaheadmentoring)



**Back again for another year!**  
CIPD annual caption competition  
**Be in it to win it!**

**Gain a competitive edge**



**Exclusive member-only benefits and resources**

**Rejoin today**

DiviPay

22 Feb 2022, 11am AEDT

**Webinar: How to automate finance for today and tomorrow**

Discover top findings from DiviPay's new report and hear expert insights from senior finance professionals.

Register now

DiviPay

**Automating Finance: Wins, challenges, and what's next**

Download now





Digital & Print design

Reports





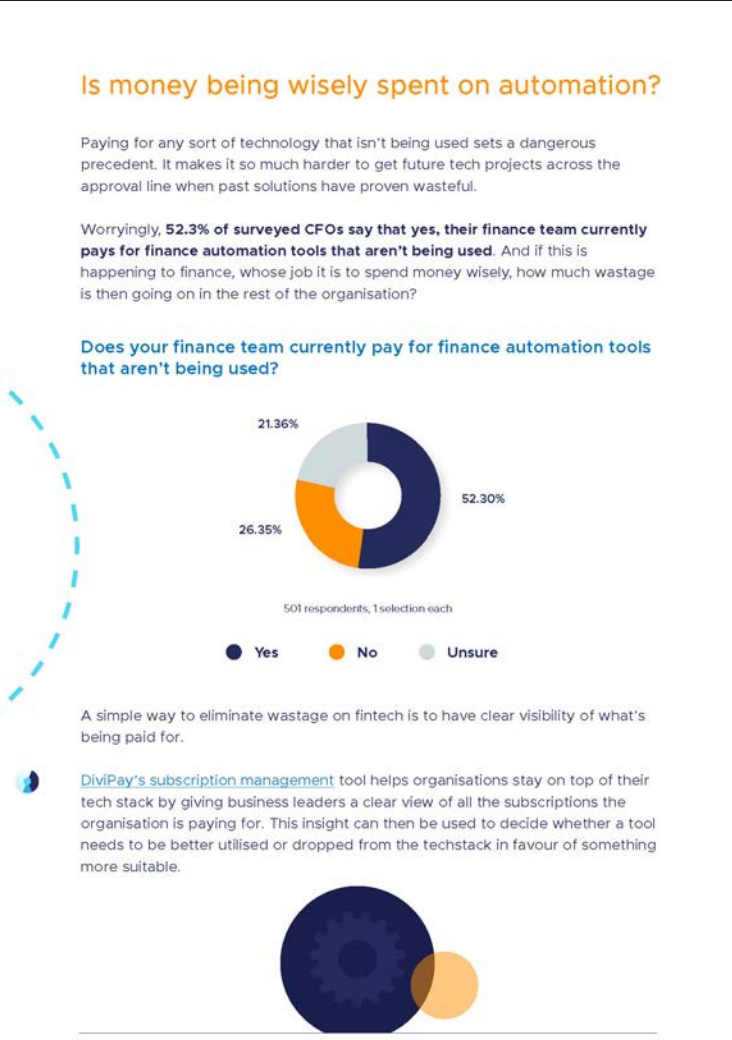
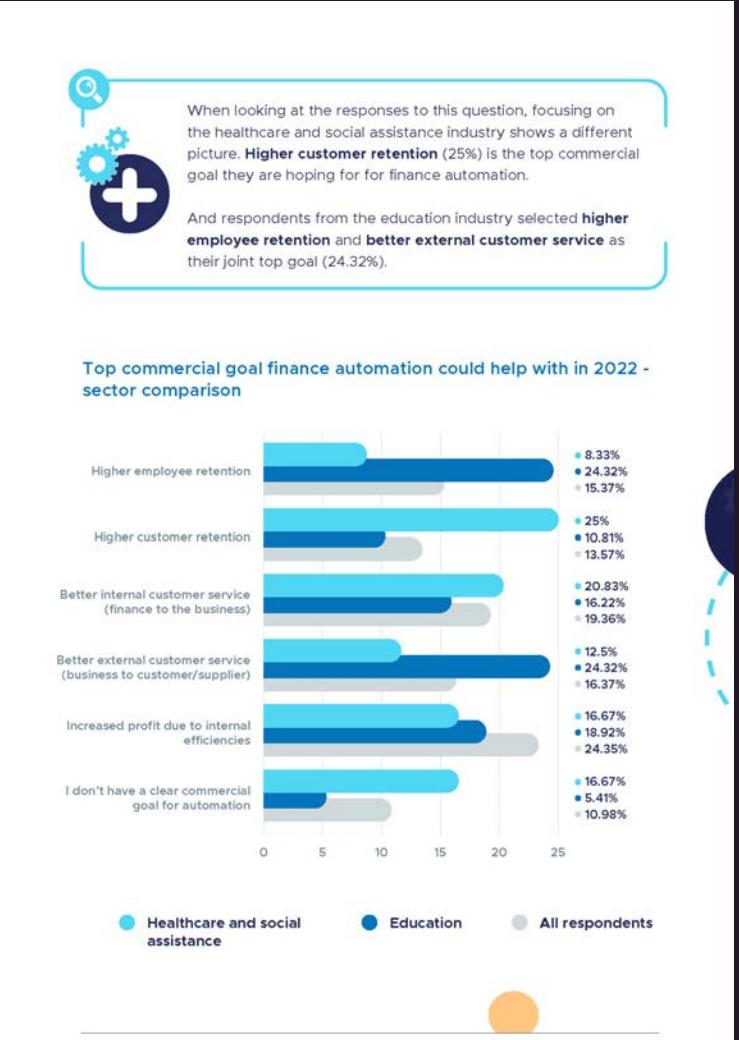
### How has time saved by automation been used?

One of the top goals for automation is to save time. But *how* are CFOs using the time that they're saving? And *who* is benefiting from the saved time?

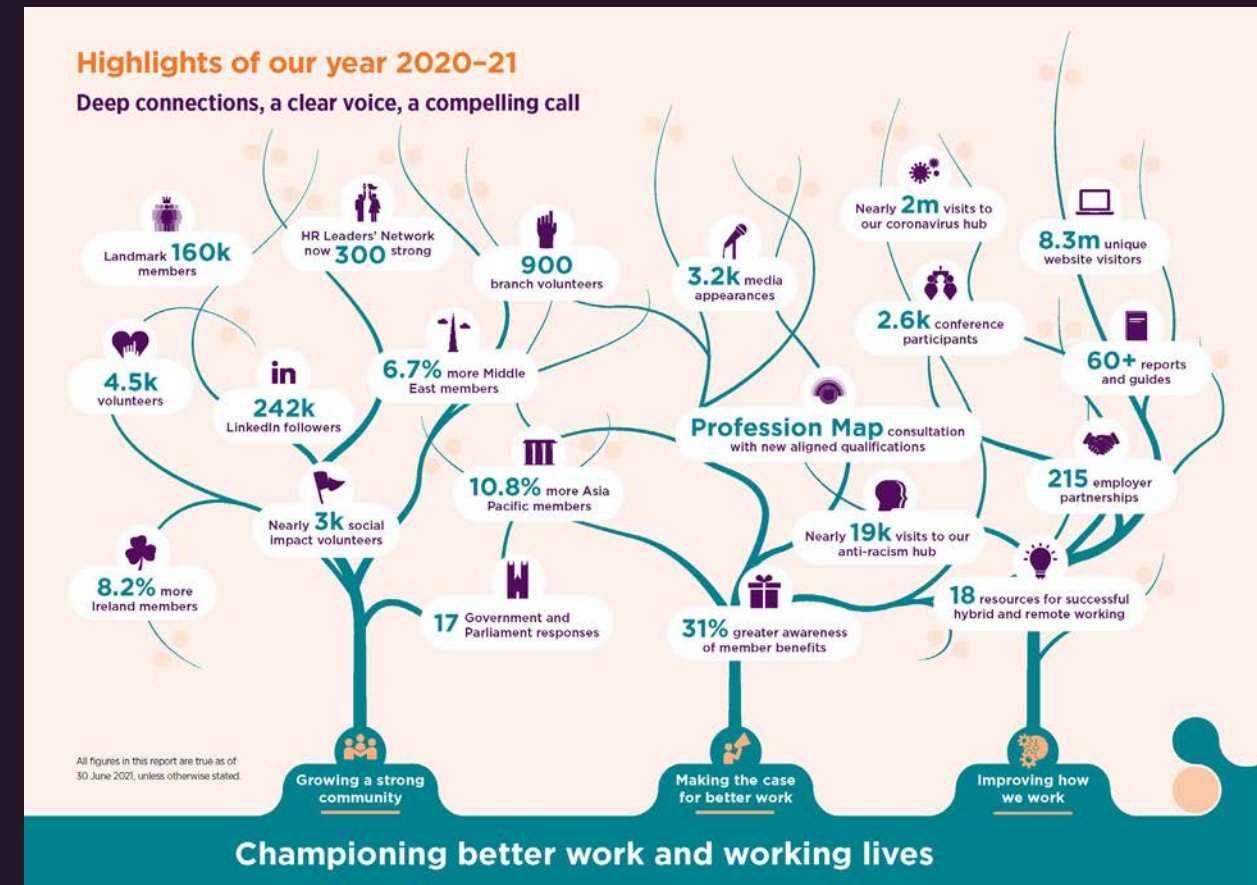
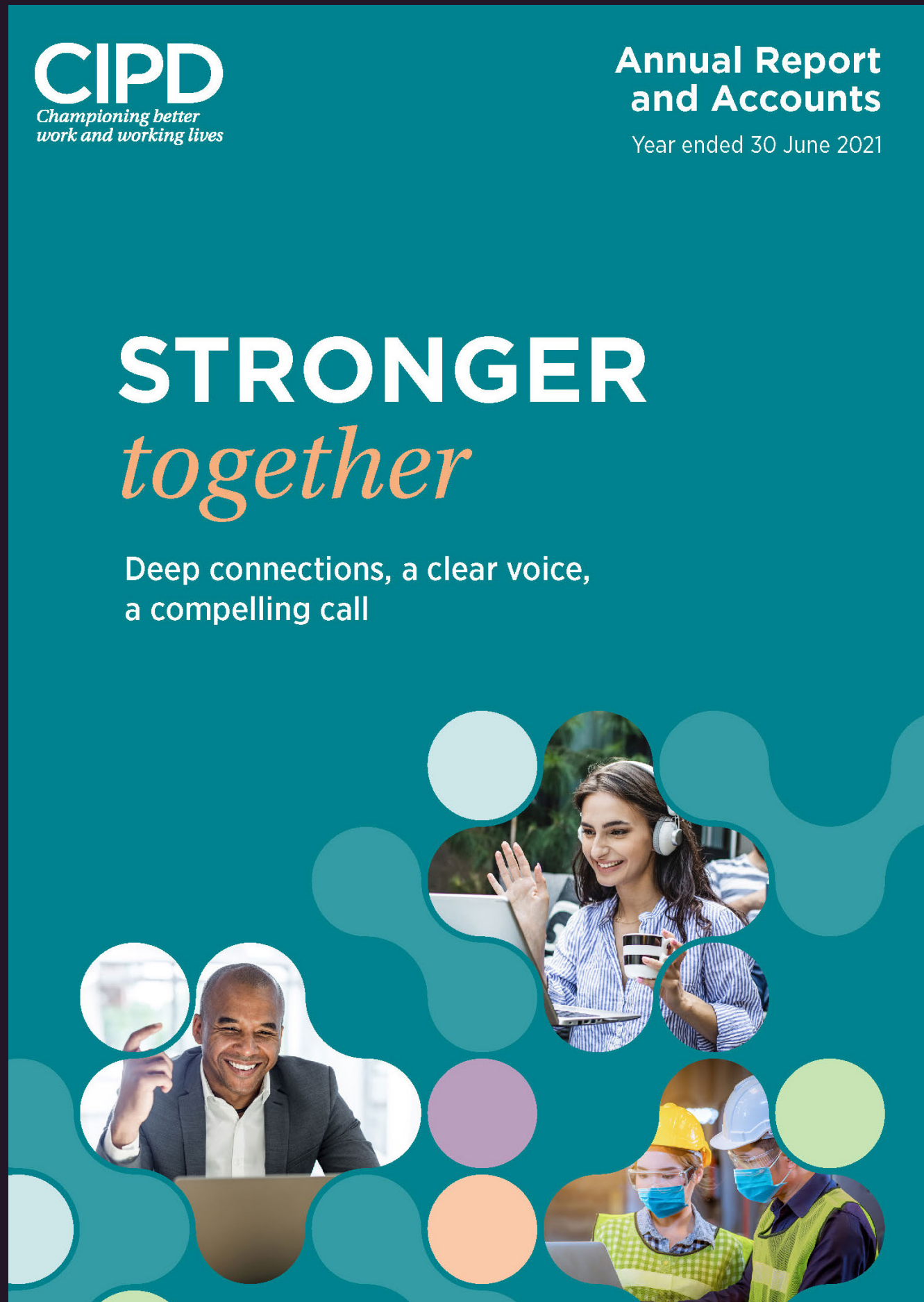
When asked how they've previously used time saved via automation, the top answer from the surveyed CFOs was **managing business growth and increased workloads** (39.92%). This was followed by **better work-life balance for employees** (35.93%). These top two results show that automation can be positive for both a business and its people.

**Soonah Walkom, Outsourced CFO at Astute Administration Services says:**

'Automation has allowed my business to grow. Things that used to take a day to do are taking an hour.'







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# LABOUR MARKET OUTLOOK

VIEWS FROM  
EMPLOYERS

Winter 2014–15

## Foreword

The quarterly CIPD *Labour Market Outlook* (LMO) provides a set of forward-looking labour market indicators, highlighting employers' recruitment, redundancy and pay intentions. The survey is based on responses from 1,000 employers, many of whom are drawn from the CIPD's membership of more than 135,000 professionals.

The latest report shows that near-term employment prospects have fallen modestly but still lie well above the survey's historic average. This quarter's net employment balance – which measures the difference between the proportion of employers that expect to increase staff levels and those that expect to decrease staff levels in the first quarter of 2015 – has decreased to +24 from +30 since the autumn 2014 report (Figure 1).

Private sector firms continue to be driving much of the predicted growth in employment prospects (+30). Employment growth in the services sector remains robust (+30). However, consistent with other key survey indicators (EYP 2014, Bank of England 2015), employment confidence in the manufacturing and production sector has fallen relatively sharply to +20 from +49 since the LMO autumn 2014 report.

Not surprisingly, as unemployment has fallen steadily over the past year, around four in ten employers report having more vacancies than 12 months ago, compared with a

fifth who say they have fewer. At the same time, the supply of labour has increased, driven by almost a quarter of employers that cite an increase in the number of applications from young people and EU migrants and almost a fifth identifying higher levels of interest from older workers aged 55–65 (10%).

The net effect of the increase in the supply and demand for labour is that around a third of employers say that recruitment pressures have increased in their organisation in the 12 months to December 2014. Recruitment pressures are higher in the public sector, especially in the NHS, where around half of employers currently have difficulty filling vacancies. Meanwhile, around one in ten employers say that recruitment or retention pressures have eased during the same period.

However, it seems that the increase in recruitment pressures is not putting significant upward pressure on wage growth. Only a quarter of those organisations that report recruitment pressures say that they have increased starting salaries to respond to the intensification of such pressures.

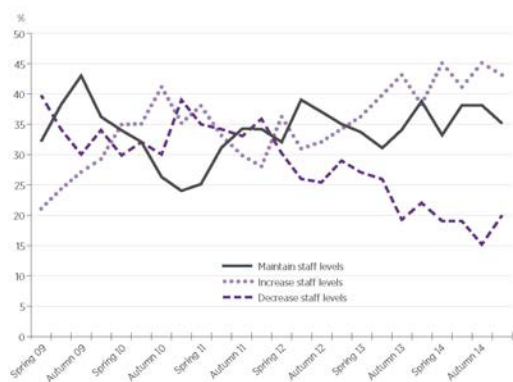
This may partly explain why wage settlements have risen more modestly than employment growth during the past year. According to the most recent official statistics (ONS 2014), basic pay rose by 1.8% in the 12 months to December 2014. However,

The fall in employment intentions is due to a higher share of organisations that plan to decrease staff levels. The proportion of organisations planning to decrease staff levels in the first quarter of 2015 has increased to 20% from 15% during the last three months. Consistent with other indicators contained in this report, employers in the manufacturing sector (37%) are most likely to report that they plan to decrease their total staff levels during the same period.



The proportion of organisations planning to decrease staff levels in the first quarter of 2015 has increased to 20% from 15% during the last three months.

Figure 3 LMO employers' intentions to increase, decrease or maintain staffing levels (%)



Base: Winter 2014–15, all LMO employers likely to recruit or make redundancies in the next quarter (n=690)

**Job vacancies**  
The median number of current vacancies reported by LMO employers is 14.<sup>1</sup> Perhaps reflecting the larger size of public sector organisations, public sector employers currently have 20 vacancies compared with 12 in the private sector. Additionally, private sector services companies (15) currently have three times as many vacancies as manufacturing firms (5). Not surprisingly, as unemployment has fallen steadily over the past year, four in ten LMO employers (40%) report having more vacancies than 12 months ago. At the same time, a fifth (20%) report having fewer vacancies and a third (33%) say that

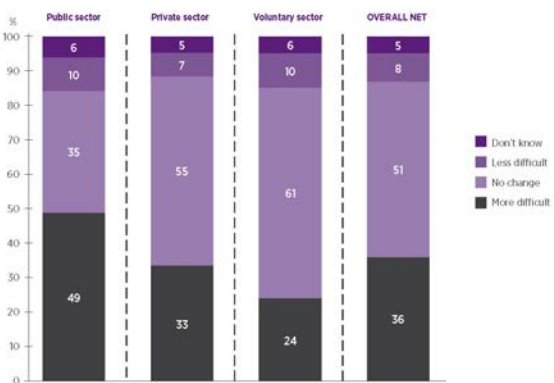
they have a similar number. Private sector firms (46%) are significantly more likely than public sector (33%) organisations to report that they have more vacancies than they did 12 months ago. A greater share of manufacturing and production companies (38%) report having more vacancies than services firms (45%) compared with a year ago.

More than three in five (61%) employers are currently having difficulties filling at least one vacancy in their organisation, with such difficulty more acute in the public sector (69%) than in the private sector (58%).

On average, employers that report hard-to-fill vacancies say that more than a quarter (26%) of their vacancies fall into this category. The difficulties are more prevalent in the private sector (30%) than in the public sector (22%). Therefore, although private sector organisations are less likely to report that they have hard-to-fill vacancies, those that do have them have a higher proportion than public sector organisations.

Half of LMO employers (51%) report that recruitment pressures have stayed broadly the same at their organisation compared with a year ago. However, more than one third (36%) say that it has become more

Figure 5 Annual change in proportion of employers that report of difficulty in filling vacancies in past 12 months (%)



Base: Winter 2014–15, all LMO employers (n=1,000); public (n=200); private (n=600); voluntary (n=50)

<sup>1</sup>Median excluding 0

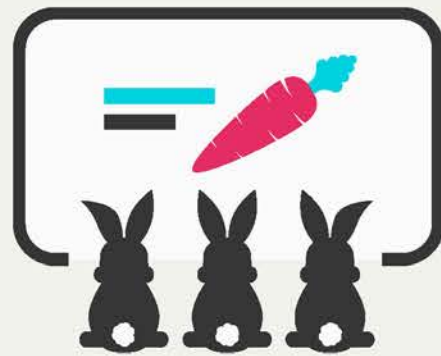


Digital design

Infographics & data



# 5 TIPS FOR MAKING YOUR TECHNICAL PRESENTATIONS MORE INTERESTING



## 1 Know your audience!

This is the golden rule of communications. Why give a technical presentation to an audience who have no interest in the technical aspects of what you are trying to get across.

Busy board members don't have the time to go through every tiny point in detail, having to navigate their way through complex diagrams.

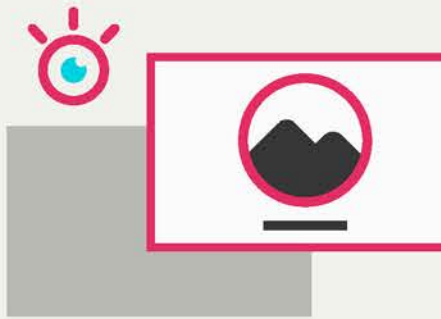
**Get your point across and get their buy-in before you lose them.**

*"Understanding where your audience is coming from, in order to influence where you would like to take them, is critical to selecting which visual device will be most effective"*

## 2 Weave a story

People are wired to find stories interesting, so use this to your advantage. **But don't just make a story up for the sake of it** – it needs to relate to your content and lead to a point you're eventually trying to make.

No one will care about hearing about Bill & Karen, they want to know about you and your colleagues' journey and how you rose above adversity and the setbacks you had along the way.



## 3 Use slides appropriately

They are a visual aid, and a visual aid alone. **Use lots of supporting visuals**, and minimal text. Avoid bulletpointlists! Put each point on a separate slide.

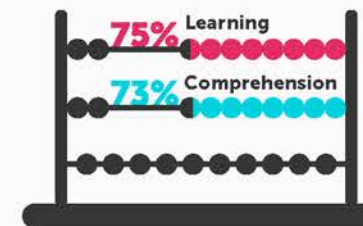
# 1500 $\Rightarrow$ 15 seconds

## 4 Add Movement with Meaning

What might be explained in a 1,500-word article can be shown in a minute.  
**A complicated process can be visually explained in 15 seconds.**

## 5 Be clever with colour

Colours speak volumes all on their own. **Colour is so powerful, in fact, that it can improve learning by up to 75 percent** and increase comprehension on a subject by up to 73 percent.



Hope  
Simplicity  
Cleanliness  
Goodness  
Purity



Power  
Sophistication  
Mystery  
Death



Authority  
Maturity  
Security  
Stability



Love  
Passion  
Romance  
Danger  
Energy



Innovation  
Creativity  
Thinking  
Ideas



Intellect  
Friendliness  
Cowardice  
Caution  
Warmth



Life  
Growth  
Freshness  
Nature  
Money



Peace  
Sincerity  
Confidence  
Tranquillity  
Integrity



Royalty  
Wisdom  
Dignity  
Luxury

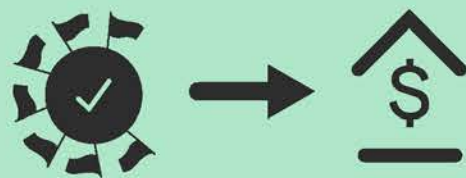


[Why Colours Matter](#)





Neat provides collections, payments and Visa card services.



Limited Companies, Sole Proprietors and Partnerships from AUS, VGB, CYM, HKG, NZL, SGP are eligible to apply.



There is no minimum deposit or balance and no monthly or fall below fees.



On average it takes 7 days to be approved.



We offer 24/7 email and chat support.



Phone support is available Monday to Friday from 9 AM to 6 PM HKT.

neat

# What to

## Limits



Limits are updated as appropriate by Compliance and vary by currency held.

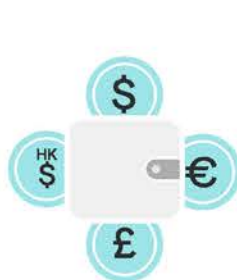


Total limits across the four wallets are approximately 265,000 USD and 530,000 USD for Balance and Monthly Turnover respectively.



Collected funds should not be held for more than 90 days.

## Collections & Payments



With the exception of those in the EU, Neat customers can access the USD, GBP, EUR and HKD wallets.



Incoming payments are accepted from 77 countries.

Local payments are processed within 2 days, international within 10 days.



## Cards



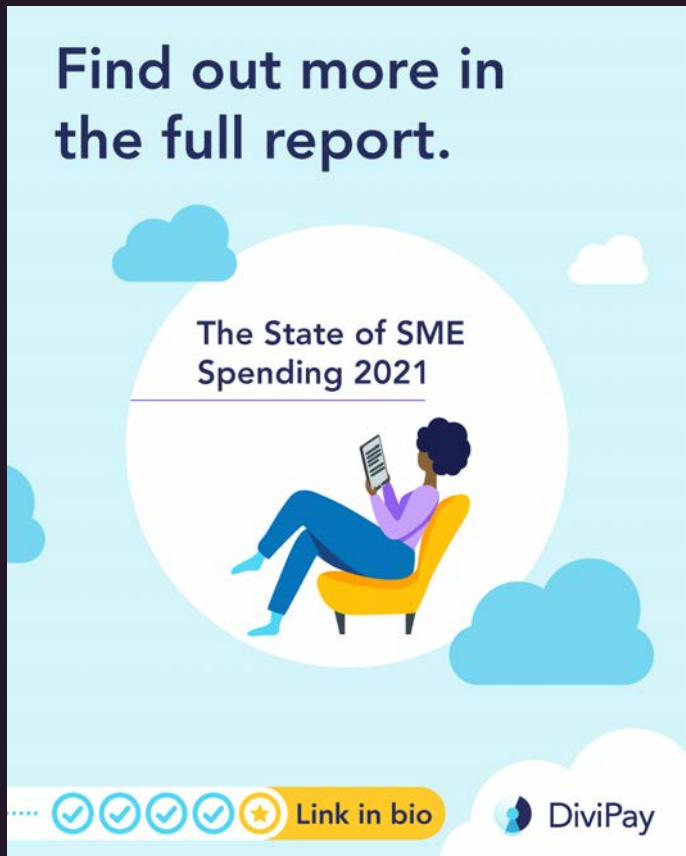
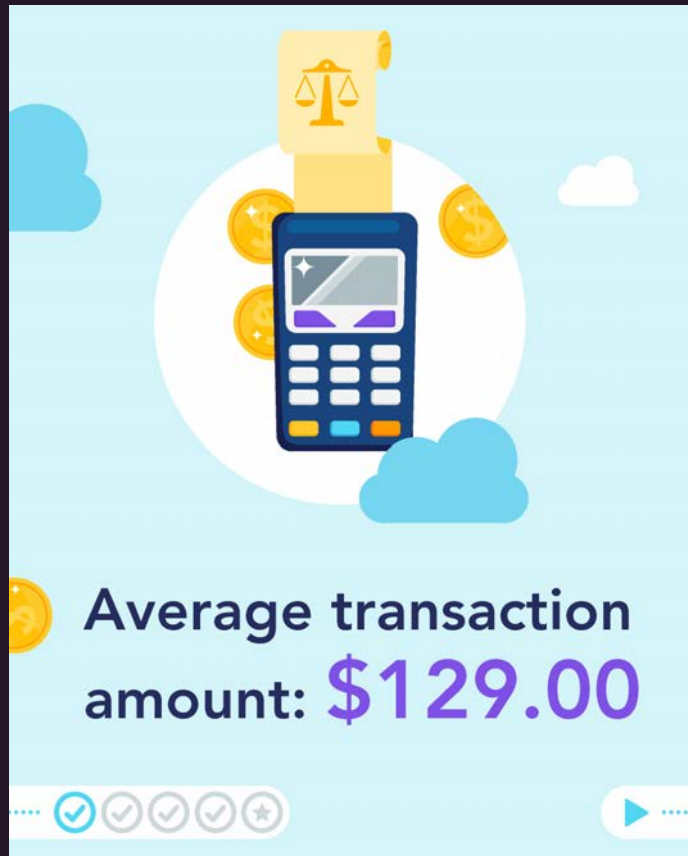
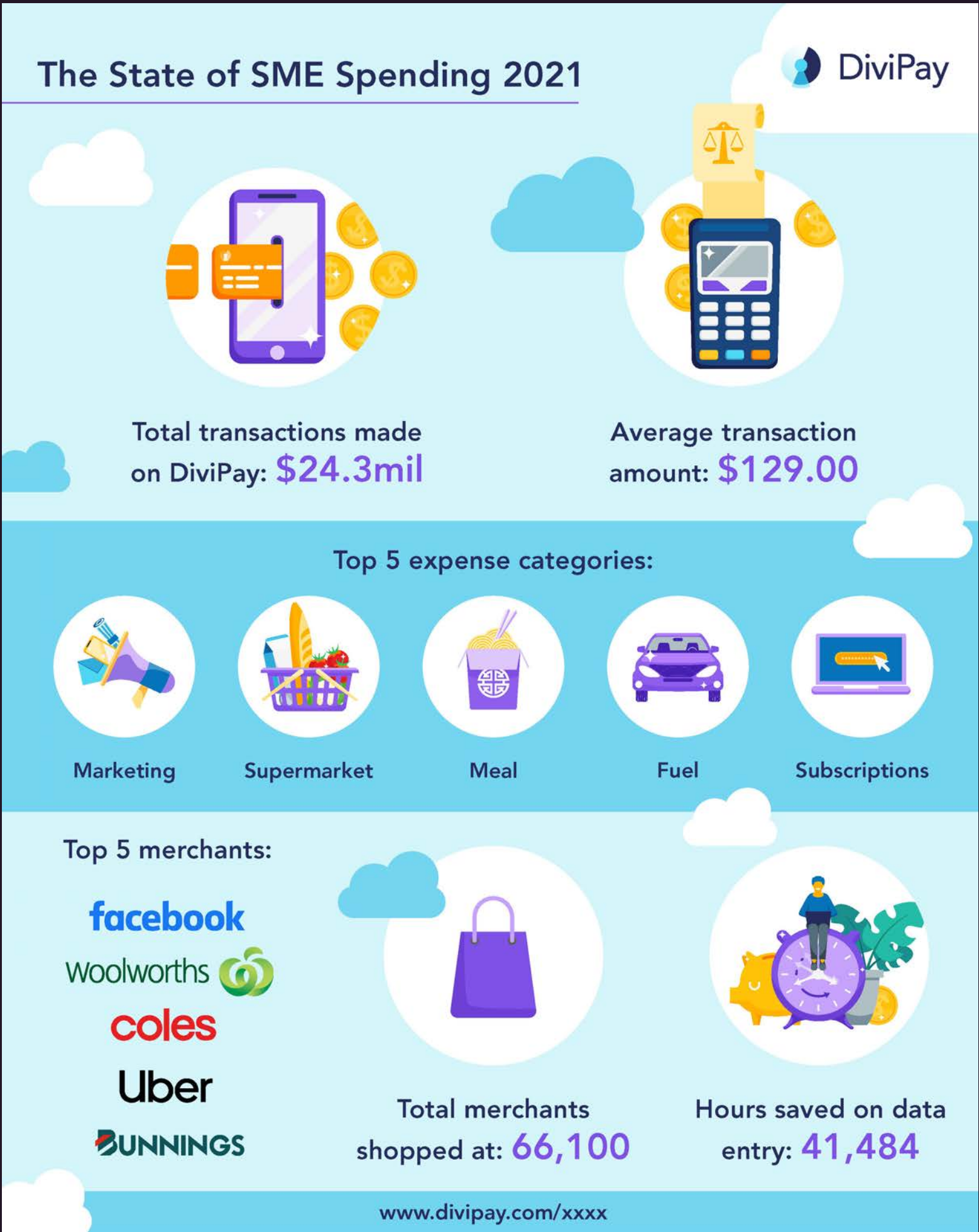
Currently, a HKD virtual visa card is available to qualified HK customers.



Rewards include 1% cashback on all online spending and access to exclusive discounts via our perk partners.

expect

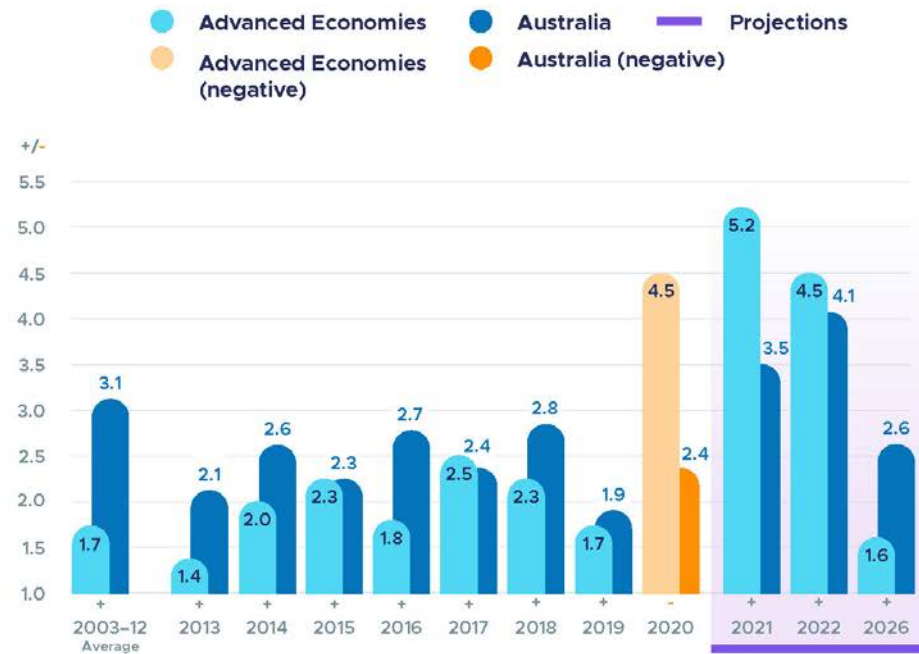






International Monetary Fund

The [World Economic Outlook \(Oct 2021\)](#) by the International Monetary Fund predicts Australia will perform adequately against the average Real GDP for Advanced Economies in 2022, and better than average by 2026:



Ref: Page 130, Table A2, Advanced Economies: Real GDP and Total Domestic Demand (Annual percent change)

Our gender and ethnicity pay gaps

Our UK pay gap data collected on 5 April 2023 revealed a median gender pay gap of 12.0% (down from 13.7% in 2022) and a mean gender pay gap of 12.8% (up from 12.4%). Month by month, our median gender pay gap has gone from a high of 12.8% in March 2023 to a low of 7.4% in June 2023.

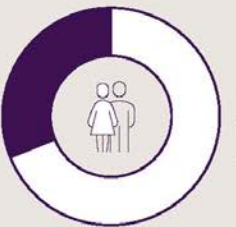
The same data revealed a 16.8% median ethnicity pay gap (up from 14.5% in 2022) and a 13.1% mean ethnicity pay gap (up from 11.1%). Month by month, our median ethnicity pay gap has gone from a high of 19.9% in October 2022 to a low of 14.1% in June 2023.

This year we achieved no median gender bonus gap (0.0%). Our mean gender bonus gap rose to 52.6% (from 29.4%).

We also achieved no median ethnicity bonus gap (0.0%). Our mean ethnicity bonus gap dropped to 75% (from 14.9%).



**70% of our workforce is female.**  
For every £1 a man earns, a woman earns 88p (median).



**69% of our workforce is white.**  
For every £1 a white person earns, a person from a minority ethnic group earns 83p (median).

Read our gender and ethnicity pay gap reports at [cipd.org/en/about/annual-report/cipd-pay-gap-reports](https://cipd.org/en/about/annual-report/cipd-pay-gap-reports)

Where we work

Extending our reach

Total worldwide membership  
**160,134**

Ireland  
**6,493** members  
1,167 students  
6 employees  
5 paid associates

United Kingdom  
**142,124** members  
28,256 students  
365 employees  
98 paid associates

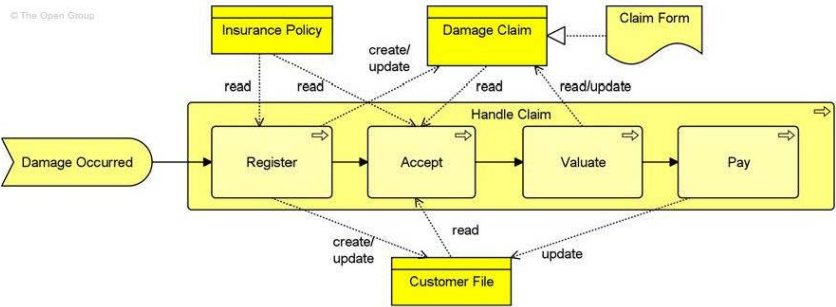
Middle East  
**5,041** members  
3,022 students  
9 employees  
25 paid associates

Asia Pacific  
**2,276** members  
455 students  
6 employees  
15 paid associates

Rest of world  
**4,200** members  
644 students



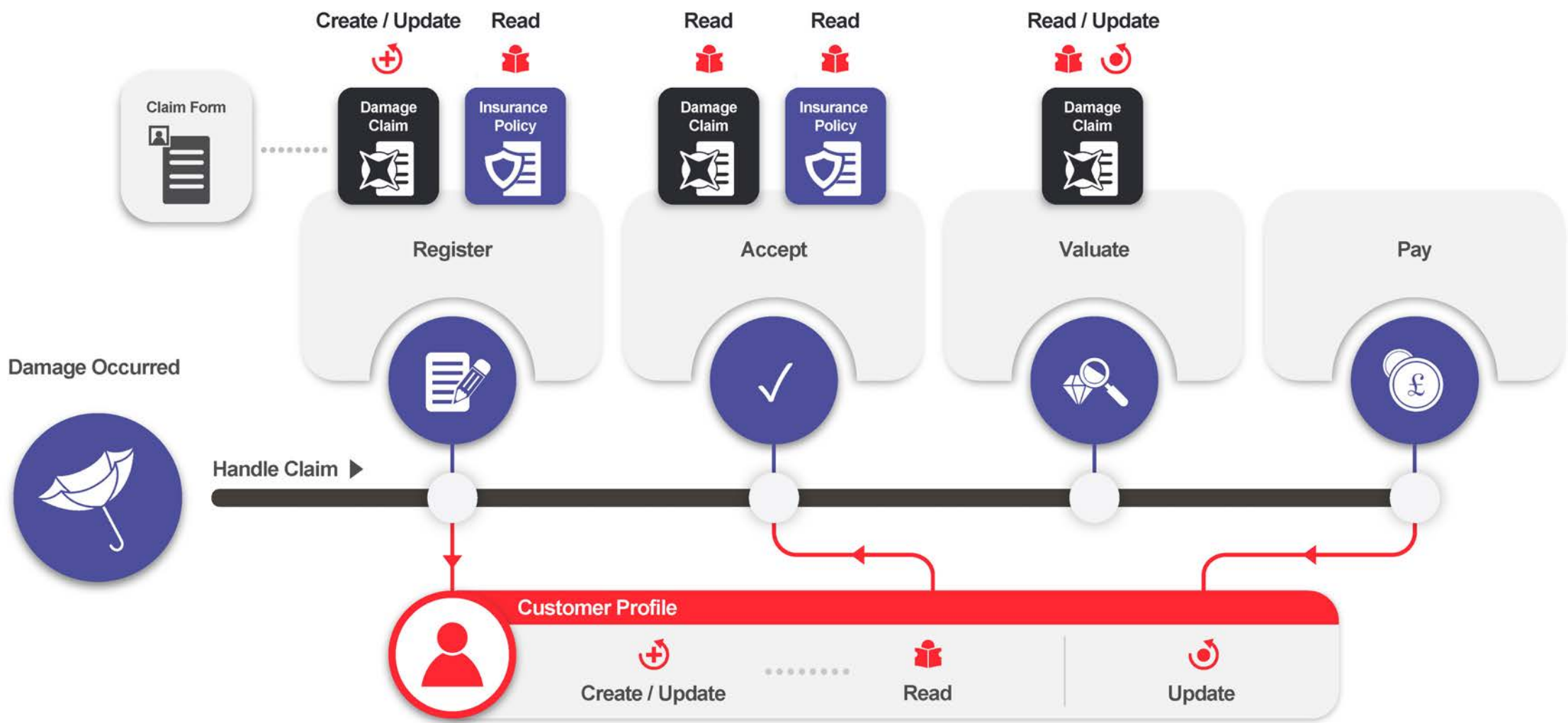
Policy Flow Diagram



Before

Section 5 – Policy Flow Diagram

Core Plans & Processes





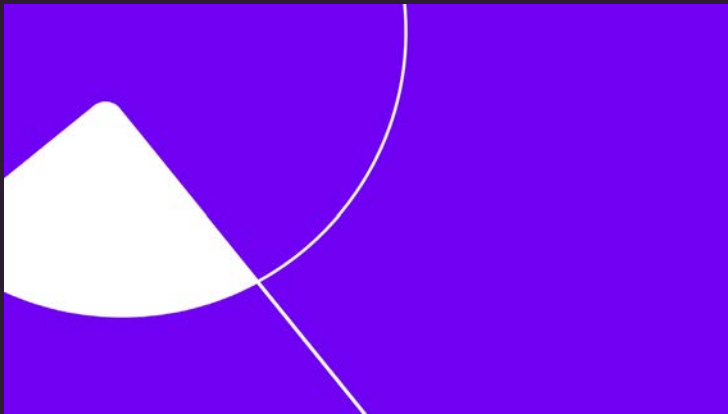
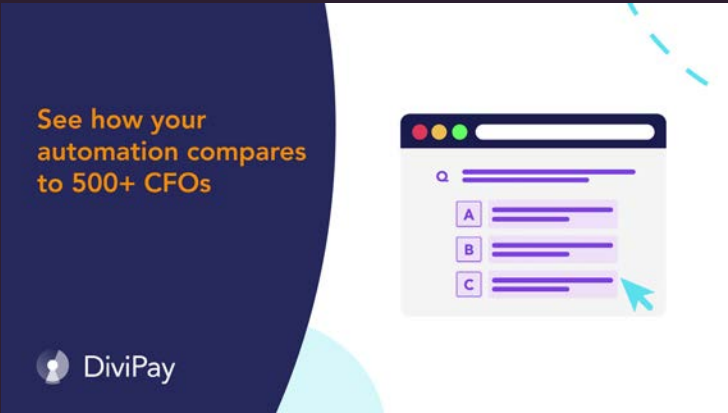
Digital design

Video and motion graphics



Video and motion graphics

DiviPay / Cubro / The Queen's Place



Watch here



Print design

Leaflets / Brochures / Magazine adverts / Product sheets





The main leaflet features a stylized illustration of a woman in a yellow shirt standing and talking to a man in a white shirt sitting at a desk. The background is a mix of pink and white geometric shapes. The 'people skills' logo is in the top right corner.

people skills

Grow your business.

Get the best out of your people with **FREE** expert HR support and advice.



**Your people. Your business.**

The People Skills service is available **FREE** to all businesses employing between 5 and 50 people and based in Hackney. No strings. No hidden costs.

The service is fully funded until summer 2016.

Contact us now:

- [b.ryan@cipd.co.uk](mailto:b.ryan@cipd.co.uk)
- 020 8612 6387
- [www.peopleskills.org.uk](http://www.peopleskills.org.uk)

In association with **Hackney** Supported by **J.P.Morgan** **CIPD**

**Free expert HR support and advice for your small business**

Your people are the most important part of your business but managing them well can be difficult and challenging in many ways.

From making sure that you have the right policies and practices in place to finding, recruiting and developing the best staff for your business, the People Skills service will give you access to a range of free online tools as well as free expert 1-2-1 advisory support.

**Available FREE to all Hackney businesses employing between 5 and 50 people:**

- **1-2-1 guidance** from senior HR professionals – they'll work alongside you in your business
- a **telephone helpline** so you can discuss your employment issues wherever you are
- **online information** and practical templates to save you time
- **training** for you and your staff
- **local events** focusing on key people issues and opportunities.

**People essentials**

The essential policies and practices you need to stay on the right side of employment law.

**Find the right people**

Improve the way you recruit and select new staff.

**Develop your people**

Improve your staff through training and development.

**Manage your people and business**

Focus on leadership, management and longer term planning.





# Tap into the UK's leading EXPERTS on the WORLD OF WORK

## CIPD

Championing better  
work and working lives

### How the CIPD can help you

We're the CIPD – the professional body for HR and people development. We have over 135,000 members who are responsible for recruiting, managing and developing a large proportion of the UK workforce.

Our members work in HR, learning and development, people management and consulting across private businesses and organisations in the public and voluntary sectors.

As an independent and not-for-profit organisation, we're committed to championing better work and working lives for the benefit of individuals, businesses, economies and society.

#### We're experts on the world of work

The purpose of the CIPD's public policy work is to help inform and shape government policy in order to create better quality work, more inclusive work and more productive work. We're regularly consulted by, and engage with, government and policy-makers.

#### Our knowledge comes from...

- extensive, independent, evidence-led research
- a team of policy experts
- 135,000+ diverse membership of HR professionals

### The workplace and our areas of expertise

#### Skills

Productivity, apprenticeships, skills policy, leadership and management, industrial strategy and economic growth.

#### Employability

Access to work, long-term unemployed, young people, older workers and other disadvantaged groups.

#### Employment relations

Industrial relations, flexible working, dispute resolution, changing nature of work, conflict management and employment law.

### Labour market trends

Migration, zero-hours contracts, welfare reform, wage growth, skills shortages and unemployment.

### Performance and reward

Pay levels, pensions, bonuses, managing performance and executive reward.

### Diversity and inclusion

Equal pay, ageing workforce, boardroom diversity, mental health, employee well-being and equality for disadvantaged groups.

### Our impact

We regularly work with ministers, shadow ministers, MPs, civil servants, academics and policy thought leaders.

We often contribute to the legislative process, responding to government consultations and providing evidence to Bill Committees.

Our research is frequently cited in both Houses of Parliament and we give evidence to Select Committees.

We provide speaker platforms for politicians, lead roundtable events with prominent policy-makers and conduct collaborative research with other respected bodies.

### The CIPD in your constituency

We have 43 branches in the UK, so wherever you are, there will be an active network of HR professionals from organisations in your local area to tap into.

We encourage our members to actively get involved with our employability work, in particular through one of our flagship programmes - **Steps Ahead Mentoring**.

#### What is Steps Ahead Mentoring?

Steps Ahead Mentoring offers jobseekers one-to-one mentoring sessions to help them improve their employability skills, boost their confidence and find work.

Mentees (primarily young jobseekers, aged 18-24) are referred to Steps Ahead by Jobcentre Plus and other selected partners.

The programme is run by the CIPD (at no cost to the young people or Jobcentre Plus) with support from Nesta and the Cabinet Office.

#### Facts and figures

- 73% of mentees who complete the programme go on to find work or work experience.
- Almost 2,800 mentors and 2,800 mentees have signed up (as of July 2015).
- The programme operates across England, Wales (from June 2015) and currently it's being piloted in Scotland.

### Helping you in Westminster

Make an impact in Westminster using our knowledge and expertise in the world of work. We'll help you by:

- providing you with relevant information to prepare you for speeches, debates and Parliamentary Questions
- keeping you and your office up to date with our latest evidence-based policy research and advice on the world of work
- inviting you to work with us and be a part of our policy events.

The subject of 'work' will be a heavy feature in your email inbox, postbox, during your surgeries, as well as in your everyday conversations at meetings, committees and when dealing with the media.

Whether the focus is unemployment, productivity, welfare, young people leaving education, apprenticeships, skills, workplace pensions, employee disputes or levels of pay ... it all relates to the world of work. You will no doubt be exposed to these issues often and the CIPD can help you with this.

Get in touch with our Public Affairs Team:

Sarah Yong - Public Affairs Manager  
s.yong@cipd.co.uk 020 8612 6598

Paddy Smith - Public Affairs Officer  
p.smith@cipd.co.uk 020 8612 6399



## Tap into the UK's leading EXPERTS on the WORLD OF WORK

## CIPD

Championing better  
work and working lives



CIPD

Steps Ahead Mentoring




Jobcentre Plus Work Coaches

Information guide

Supported by:

Nesta

 Cabinet Office



Contents

What is Steps Ahead Mentoring?

Who is the programme for?

How young people will benefit

How it works

How we work with Jobcentre Plus

Frequently asked questions

Case studies/testimonials

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What is Steps Ahead Mentoring?

73% of young people who have been through the CIPD Steps Ahead Mentoring programme have found employment at the end of their mentoring period.

Young jobseekers can find it challenging to get work in today's competitive job market. The CIPD's Steps Ahead Mentoring programme (SAM) taps into our network of 135,000 CIPD members, who work in HR, recruitment and learning and development roles. We're working in partnership with Jobcentre Plus (JCP) to help young jobseekers who are committed to finding employment, benefit from this programme.

The CIPD is the professional body for HR and people management. We created, and run, the Steps Ahead Mentoring programme. It's supported by funding from NESTA and the Cabinet Office, via the Centre for Social Action Innovation Fund. We want to change the sometimes negative perceptions employers have around recruiting young, unemployed people. To do this, we advise businesses on the benefits of hiring young people and the best practices to follow.

At a glance

- HR and recruitment professionals advising young jobseekers
- six face-to-face mentoring meetings
- focus on CV writing, interview tips and skills, job-hunting techniques and developing self confidence
- available nationally for young jobseekers aged 18-24.

The advice from qualified recruitment and HR professionals gives young jobseekers an advantage when they look for work. They volunteer their time and expertise as mentors.

Find out more at [www.cipd.co.uk/registerme](http://www.cipd.co.uk/registerme)

1

Is Steps Ahead Mentoring compulsory?

No, this is an entirely voluntary programme. Young jobseekers don't have to take part in it to qualify for Jobseeker's Allowance (JSA). However, it's an outstanding opportunity that provides them with an advantage when looking for work.

Will jobseekers be matched to people from specific industries?

This won't always be the case, but the jobseeker will benefit from the HR professional's practical recruitment experience and advice on what employers are looking for. JCP work coaches need to ensure that young jobseekers are aware of this from the beginning.

What if a jobseeker doesn't hear from their mentor?

If jobseekers report that mentors haven't been in touch, please email details to your District SPOC, who'll be able to check the most recent reports.

Occasionally, the mentor has been trying to contact the young jobseeker and had no response. Please advise the young jobseeker to check their voicemail and junk inbox in their email account as they may not have picked up the communication.

If a young person who's registered online hasn't had a response, should they register again?

It is really important that young people only register once. A quick check using the figures or contacting your District SPOC will clear this up for you. Please note: If a young person is not on the report, they haven't registered.

Where can I go for more information?

You can find further information about the programme via the young person's registration webpage [www.cipd.co.uk/registerme](http://www.cipd.co.uk/registerme)

8

Don't just take our word for it!

Louie Zeegen

Steps Ahead mentee

"Hayley (my mentor) had no experience of my sector, but she knew so much about presentation skills. This was really important for me - in copywriting you have to have the confidence to present your own work, but it was something I'd never done. To have a mock interview was tough but more helpful than I could have imagined.

Jo Gadian

Jobcentre Plus District SPOC

"The mentors are far more than decent people who want to help out - they are HR professionals who know first-hand what it is that their organisations look for when recruiting young people.

The jobseekers really benefit, not least from a more mature partnership with somebody in a professional position. It's also a voluntary process that gives young people a measure of control around the timing, frequency and nature of how this dialogue takes place and therefore encourages them to take responsibility for their own progression."

9

How Steps Ahead Mentoring works

1 JCP work coach informs suitable young person about SAM and how to register

2 Young person registers online as a SAM mentee

3 Mentee receives confirmation email to say registration has been received

4 Mentee receives email from mentor to arrange first meeting (approx 2 weeks from registration)

5 Mentor/mentee (approx 6-8 meetings)

6 Mentee obtains employment/work experience

7 Mentee completes online evaluation form

8 Mentee's contact with SAM mentor/CIPD ends

Register

Online

Good luck!

4


\*Occasionally mentoring relationships continue

How we work with Jobcentre Plus

We partner with Jobcentre Plus (JCP) to promote the CIPD Steps Ahead Mentoring programme to young people. The JCP Work Coaches highlight the benefits of mentoring to a young person and recommend people who are suitable for the programme.

When you refer a jobseeker, you can direct them to register online using our promotional leaflets.

[www.cipd.co.uk/registerme](http://www.cipd.co.uk/registerme)



5



# Magazine adverts

CIPD





Be part of our growing presence in the Middle East

**Access resources – Network – Support**

Join with us and a community of 140,000 members worldwide to:

- engage in a range of **world-class HR and L&D events and networks** across the GCC and **online global communities**
- access numerous tools to support and facilitate your continuous professional development
- keep abreast of the latest developments in the profession through insightful and practical **Middle East specific thought leadership, analytics, and research reports**
- stay up to date with all the news, jobs and our pick of the best thinking in HR and L&D in the Middle East with our weekly **People Management email bulletin** and the **CIPD quarterly publication People Management magazine**.

For more information on instant access to CIPD membership benefits, visit [cipd.ae/membership/affiliate-membership](http://cipd.ae/membership/affiliate-membership)



**Annual Conference and Exhibition**

9–10 November 2016  
Manchester Central



'Working in a profession that has the potential to shape the future of work is exciting, but also challenging. We have a responsibility to embrace high standards of professionalism, and to use our expert knowledge effectively and responsibly to make sure work is a force for good that benefits everyone.'

Peter Cheese, Chief Executive, CIPD

**Book your place**  
[cipd.co.uk/ACEwork](http://cipd.co.uk/ACEwork)



**Learning and Development Show**

In partnership with 



Drive Growth through Agile Learning

**Conference programme**  
11–12 May 2016 - Olympia, London

**Why should you attend?**

- Bring L&D to the forefront of your organisation by focussing on your own learning and development
- Ensure you're ready to meet the learning requirements your staff will have in the future
- Develop your commercial understanding to cement the link between L&D and business success

**Pay less with NEW early booking and group discounts!**

[cipd.co.uk/learning-show](http://cipd.co.uk/learning-show)



Magazine adverts

CIPD / The Queen's Place



# Professional Development Partner

*Raising HR professional capability, credibility and impact*

We're are working with the world's most progressive organisations to build the capability of their HR and L&D professionals.

We will help you:

- maximise the impact and influence of your HR function
- guide the professional development of your HR team in line with your business priorities
- increase HR credibility and reputation across your organisation.

Demonstrate your organisation's commitment to continuous improvement by partnering with the CIPD

Get in touch at [contactus@cipd.ae](mailto:contactus@cipd.ae)



## UMA EXPERIÊNCIA DE JANTAR EXCELENTE

Conheça um mundo de sofisticação e seja transportado para a Inglaterra aqui no The Queens Place!

Com pratos como o tradicional café da manhã inglês, o famoso Assado de domingo, um menu executivo de três pratos e uma grande variedade de bolos e coquetéis o The queens place tem muito a oferecer.

Dirija até a 116 sul e você encontrará uma fachada elegante, decorada com flores e bolos encantadores na vitrina. Assim que você entrar pela porta, sua jornada para à terra da realeza inglesa começará, e toda uma série de aperitivos, doces, e experiências o aguarda.

Nós temos um ambiente para cada ocasião, seja aproveitar o jantar com os amigos no nosso salão do chá onde temos confortáveis sofás, ou tomar café com deliciosos bolos em nosso maravilhoso salão de cristal com lustres brilhantes. E é claro não vamos nos esquecer do lindo Jardim Inglês, com uma árvore centenária, um gazebo perfeito para comemorações e uma cabine de telefone britânica para completar o cenário, onde você pode aproveitar o verdadeiro Chá da tarde (De 15h às 18h) que tem uma seleção de sanduíches e doces saborosos.

Com tanto a oferecer, e uma necessidade vir e aproveitar uma experiência que você não irá esquecer!

  
[WWW.THEQUEENSPPLACE.COM](http://WWW.THEQUEENSPPLACE.COM)  
CLS 116, BLOCO C, LOJA 21



# STRONGER together

We're proud to show how the hard work and commitment of the people profession has strengthened our community in size, capability, credibility and impact. With deeper connections than ever, we share a clearer voice and a compelling call for better work and working lives.



60+ reports and guides



Landmark 160k members



31% greater awareness of member benefits



8.3m unique website visitors



HR Leaders' Network now 300 strong

#CIPDAnnualReport

For more highlights of our year and to read our annual report, visit [cipd.co.uk/ouryear2021](http://cipd.co.uk/ouryear2021)







Print design

# Programme / Menus



# CIPD | Annual Conference and Exhibition

Save up to **20%** before 15 September

## Shaping the future of work

9-10 November 2016  
Manchester Central



#cipdACE16



### CIPD Annual Conference and Exhibition

9-10 November 2016 Manchester

#### Closing keynote


10 November 2016 | 15:15-16:30

**Competence is not Enough: leading and learning in the age of nomadic professionalism**

We live in times of great turbulence. We blame leaders for our afflictions, and invoke them as our only hope. How should we develop and exercise leadership in a world that keeps for leaders and yet mistrusts them? To answer that question, we must rethink the practices of leading and learning. As mobility reshapes reality as a hallmark of success, our obsession with leaders' competences is insufficient, if not detrimental, to foster trustworthy leadership. The closing keynote will explore:

- the shift from corporate citizenship to nomadic professionalism
- the sources of, and potential solutions to, the erosion of meaning and trust in the workplace
- the history of successful, but no longer adequate, leadership images and development practices
- the crucial role of HR and L&D professionals in cultivating meaningful and trustworthy leadership
- the learning strategies and practices that foster the development of such leadership.

**Speaker**  
**Gianpiero Petrangola**  
Associate Professor of Organizational Behaviour, INSEAD



#### Make the most of **your event**

Visit the **FREE** exhibition and find the right tools to put your initiatives into practice

- Save time and meet your preferred suppliers under one roof
- Access the latest HR and L&D solutions
- Test-drive innovative products and services

**Exhibition hours**  
Wednesday 9 November 09:00-17:00  
Thursday 10 November 09:00-16:30

**Meet the CIPD team on Stand 400**

Find out how we can support you to develop your people, build capability and drive growth in your organisation. Our expert team will be available to offer advice on:

- your professional development
- qualifications and training courses
- the latest research and insights
- volunteering with the CIPD and the wider community

Here are some of the 180+ industry suppliers you can meet at the event:

Monster	Recruitment
ADP	Virtual College Ltd
Brigantia	Kronos Systems Ltd
Indeed	Career Compelling Ltd
Access Group	Conitell
HR24	Cornerstone
CIPD	Odyssey
ODS plc (Developing People Strategy)	Glassdoor
Freelancer Software	The Open University
Impact International	Workday Ltd
D.C. Taylor Ltd	REED Specialist Recruitment
Premier	

Register for the **FREE** exhibition at [cipd.co.uk/ACE16](http://cipd.co.uk/ACE16) to receive an A2 list of suppliers and book appointments in advance.

For more details and to book visit [cipd.co.uk/bookACE](http://cipd.co.uk/bookACE)

#cipdACE16

Any questions? Call 020 8612 6248

### CIPD Annual Conference and Exhibition

9-10 November 2016 Manchester

#### Wednesday 9 November 2016

14:30-17:00

**W1 Effective HR Business Partnering in Different Operating Models and Contexts** Workshop

The conversation about HR business partnering continues while the job specification differs from organisation to organisation. This session explores how to face challenges arising from offering HR operating models and adapt to different contexts and environments to achieve organisational success.

This practical workshop will help you:

- understand different operating models and what will work best for your organisation
- develop your ability to use data to inform and influence stakeholders
- raise your profile and gain credibility across the business.

**Facilitator:** Gerry Schofield, Director, Greenfield HR

**W2 The School of Life Presents: how to cultivate resilience** Workshop

Before some of us are lucky enough to face that elusive 'best of the future', many of us still grapple with optimism and realism from our business partners simply because we are not. This reality takes its toll on our ability to remain positive and bounce back from adversity. Resilience is the ability to anticipate, adapt to and recover from difficult situations. The good news is that resilience is a skill you can learn.

In this workshop you will:

- learn how to develop a growth mindset to overcome adversity
- develop a set of practical techniques for building resilience
- understand what steps you can take to build resilience.

**Facilitator:** Catherine Gould, Faculty Member, The School of Life

**W3 Employment Law Update: what does Brexit mean for the workplace?** Workshop

Following the UK's vote to leave the European Union, this focused workshop will look at the potential implications of 'Brexit' on UK employment law and the impact this may have on employer practices. Join our legal expert as we explore how the workplace could be affected.

Topics to be discussed include:

- potential implications for TUPE
- potential impact on the labour market
- protections in the workplace against discrimination and in relation to equal pay.

**Facilitator:** Sharon Tai, Partner, Mahon de Bays LLP

### Shaping the future of work!

Five reasons to attend the HR event of the year

- 1 It is the UK's biggest HR event**  
Join up to 4,000 of your peers and colleagues at the much-anticipated HR event of the year.
- 2 Meet industry experts face-to-face**  
Find out from the best of the best how to solve current HR issues and anticipate the challenges ahead. Plus, get access to 180+ top suppliers of HR and L&D solutions.
- 3 Stay relevant in your field**  
One-stop shop for HR and people development needs, changes in employment law and thought leadership.
- 4 Advance your professional development**  
Ensure you have the right skills and knowledge, guided by the right principles to develop your career.
- 5 Network with a wider HR community**  
Enhance your learning experience by making new contacts and sharing expertise.

For more details and to book visit [cipd.co.uk/bookACE](http://cipd.co.uk/bookACE)

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Any questions? Call 020 8612 6248

### The conference at-a-glance

Choose a one- or two-day ticket and then select the sessions most relevant to you. You can select by **stream** or **format**, or you can mix and match.

#### DAY 1

**Wednesday 9 November**

**Opening keynote**  
Collaboration, Innovation and Creativity in the New World of Work  
**Margaret Heffernan**  
Entrepreneur, Chief Executive and Author of 'Wild Boundaries' and 'Beyond Measure'

**Networking coffee break in the exhibition - 45mins**

**09:00-10:00**  
**Making the 70 Difference:** Building performance and personal resilience  
Steve Head, Matt King CBE  
CIPD, Six Self Learning

**10:00-11:00**  
**Becoming a Digital Learning Organisation to Support your People Needs**  
CIPD, Six Self Learning

**11:00-12:00**  
**Employment Law Update 2016**  
Mahon de Bays LLP

**12:00-13:00**  
**Using Insights from Behavioural Science to Improve Business Performance**  
Scarlett & Gray, L&DHub

**Lunch and exhibition - 1hr 30mins**

**13:00-14:00**  
**Navigating the Digital Impact on Working Lives**  
BT Global Services

**14:00-15:00**  
**Candidate Experience and the New Employer Brand**  
Penguin Random House

**15:00-16:00**  
**Managing Trust in the Face of Change and Uncertainty**  
University of Bath

**16:00-17:00**  
**In Conversation making well-being work**  
Professor Sir Cary Cooper  
Professor Lord Lupton

**17:00-18:00**  
**Leveraging Employees and Cultures to Increase Engagement and Business Success**  
University of Bath

**18:00-19:00**  
**Creating the Workforce of the Future: apprenticeship strategies**  
KPMG LLP (UK), Barclays UK

**19:00-20:00**  
**The Future of Work: with automation and people**  
Chesnut, Future Work Centre, CIPD

**20:00-21:00**  
**Effective HR Business Partnering in Different Operating Models and Contexts**  
Greenfield HR

**21:00-22:00**  
**The School of Life Presents: how to cultivate resilience**  
Catherine Gould, The School of Life

**22:00-23:00**  
**Employment Law Update: what does Brexit mean for the workplace?**  
Mahon de Bays LLP

#### DAY 2

**Thursday 10 November**

**09:00-10:00**  
**Identifying your Blind Spots: psychological barriers on decision-making**  
Dr Chao Jung-Tai

**10:00-11:00**  
**Organisational Transformation in Practice**  
Safdar Khan, B&Q

**11:00-12:00**  
**Technology and the Future of the Profession**  
Richard Susskind QC

**12:00-13:00**  
**Defining and Transforming Performance Management**  
Savard, Savard, Cote & Co.

**13:00-14:00**  
**How Analytics can Guide your Business Strategy: from descriptive to predictive analytics**  
Bernard Hunt

**14:00-15:00**  
**Building a Compelling Reward Package in an Increasingly Competitive Market**  
Hartley, Sandwell Council

**15:00-16:00**  
**The Role of HR Technology in Organisational Growth and Change**  
Amit

**16:00-17:00**  
**Working with the Business for Increased Organisational Performance**  
Parker Pearson Strategic Associates, Pearson's H.C.

**17:00-18:00**  
**Networking coffee break in the exhibition - 45mins**

**18:00-19:00**  
**Closing keynote**  
Competence is not Enough: leading and learning in the age of nomadic professionalism  
**Gianpiero Petrangola**  
Associate Professor of Organizational Behaviour, INSEAD

For more details and to book visit [cipd.co.uk/bookACE](http://cipd.co.uk/bookACE)

#cipdACE16

Any questions? Call 020 8612 6248



Menus

The Queen's Place / Ravioli & Cia



**ROYAL AFTERNOON TEA**  
chá da tarde da realza R\$69  
Per person por pessoa

Served from 10h - 10h  
Servido das 10h às 19h

The Afternoon Tea at The Queen's Place is an extraordinary British traditional experience, where our guests can choose from a range of teas, finger sandwiches, homemade scones with clotted cream & jam, finishing with a mouth-watering selection of exclusive cakes and sweets. O chá da tarde na The Queen's Place é uma extraordinária experiência britânica, na qual os nossos convidados podem escolher entre uma variedade de chás servidos com mini sanduíches, os famosos scones com creme e geleias, além de uma deliciosa seleção exclusiva de bolos e doces.

Make your experience even more special with a glass or a bottle of our exclusive Royal Rose or Gold Pearls sparkling wine. Torne sua experiência ainda mais especial com uma taça ou um garrafão de nossos espumantes exclusivos Royal Rose ou Gold Pearls.

**MINI SANDWICHES** mini sanduíches

**Cucumber and cream cheese** pepino e cream cheese  
Queen Elizabeth's favorite, combining thin slices of fresh cucumber with cream cheese and herbs. o favorito da Rainha Elizabeth, combinando fatias finas de pepino fresco com cream cheese e ervas.

**Coronation chicken** frango coroação  
Shredded pieces of chicken in a unique mayonnaise based sauce with spices, raisins and herbs. pedaços de frango desfiados em um molho exclusivo à base de maionese, com especiarias, uva passas e ervas aromáticas.

**Canard pâté** patê de canard  
House made duck pâté, flavoured with lemon and thyme. patê de pato exclusivo de casa, saborizado com limão e tomilho.

**Salmon and cream cheese** salmão e cream cheese  
Traditional smoked salmon and cream cheese with herbs. tradicional salmão defumado e cream cheese com ervas.

A suggested 12% service and fees charge will be added to your bill.  
O 12% de taxa e serviço discrecionário será adicionado à sua conta.

2

**CAKES & SWEETS SELECTION** seleção de Bolos e Doces

**Lemon and meringue tart** torta de limão com merengue  
Sweet and sour, this dessert combines zesty lemon with light and fluffy meringue, perfect with our tea. doce e azedinho, esta sobremesa combina limão com merengue leve e fofo, perfeito com nosso chá.

**Red velvet cake** bolo red velvet  
Very light and moist, it has a unique reddish color that makes a perfect contrast with our cream cheese icing. leve e molhadinho, este bolo de cor avermelhada contrasta perfeitamente com nossa cobertura de cream cheese icing.

**Chocolate Brownie** brownie de chocolate  
Our classic homemade chocolate brownie, covered with dark chocolate ganache. nosso clássico brownie de chocolate caseiro, coberto com ganache de chocolate escuro.

**Macaroon surprise** macaroon surpresa  
Enjoy our deliciously light and gooey macaroon with a crisp outer shell and surprise filling with flavours changing week on week. desfrute de nosso delicioso macaroon, leve e crocante com recheio surpresa de sabores que mudam semana a semana.

**Carrot cake** bolo de cenoura inglês  
Our best selling cake in miniature, the carrot cake is an English style cake made with grated carrots, coconut, nuts and cinnamon among other special ingredients. nosso bolo mais vendido em miniatura, o bolo de cenoura estilo inglês é feito com cenouras raladas, coco, nozes, canela, dentre outros ingredientes especiais.

**Red velvet cookie** biscoito red velvet  
All the goodness of the red velvet flavour, baked into a perfect red cookie with white chocolate chips. toda a goodness do sabor red velvet, assado em um biscoito vermelho perfeito com gotas de chocolate branco.

**SWEET SCONES** Scones doces  
Traditional British scones with clotted cream and your choice of our amazing house apricot, red berries or orange and whisky jam. tradicionais scones britânicos com creme e sua escolha de uma de nossas deliciosas geleias de damasco, frutas vermelhas ou laranja com uísque.

A suggested 12% service and fees charge will be added to your bill.  
O 12% de taxa e serviço discrecionário será adicionado à sua conta.

3



**12. Fettuccine ao Limone e Pepe** R\$23,90  
Nossa Fettuccine saborizada com um toque de citrico do limão siciliano e o picante da pimenta preta proporciona um sabor marcante e agradável ao paladar. Richez molhos com textura mais leve, lá que adorem melhor ao ingrediente principal.

**13. Lasanha à Bolonhesa - Carne Black Angus** R\$29,90  
Este prato é um clássico quase impossível de resistir. Elaborado com camadas de massa fresca artesanal, feita com o autêntico molho italiano, camadas de molho bolonhesa e o cremoso molho bechamel. O toque final é dado pelo fio de queijo mussarela e parmesão, que gratinados elevam todos os sabores. É só levar ao forno para gratinar e buon appetit!

**14. Lasanha Vegetariana de Berinjela Brasileira** R\$27,50  
Um prato clássico, numa versão vegetariana. Nesta receita, no lugar da massa, as camadas são formadas por berinjelas fatiadas e braseadas, molho italiano de tomates e manjericão, queijo mussarela e queijo parmesão. É só levar ao forno para gratinar e buon appetit!

**GNOCCHIS | 400g**  
R\$25,90  
Autêntico Gnocchi Italiano, elaborado com ingredientes selecionados. É a perfeita pedida para uma refeição de bom gosto, gostosa, super nutritiva, vegana e sem glúten. "pode conter traços".

**16. Gnocchi de Banana-da-Terra** | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | <



Digital design

Logos







Digital design

Photo editing



Photo editing

Neat / CIPD / NZSki





Photo editing

The Queen's Place

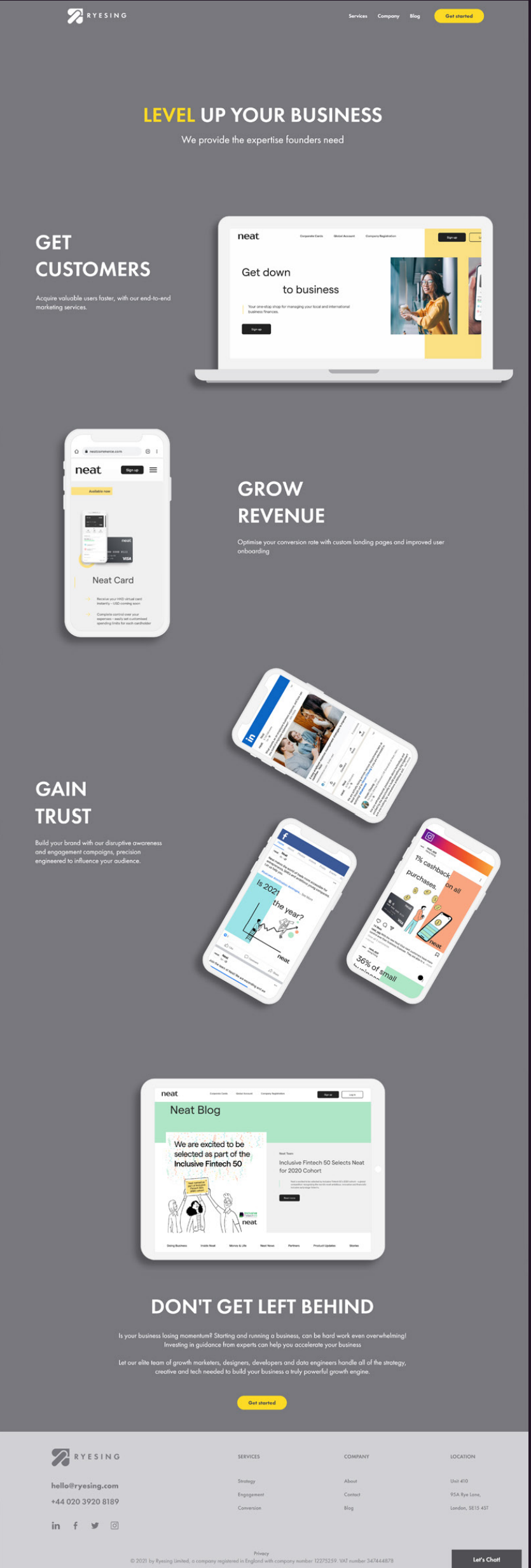
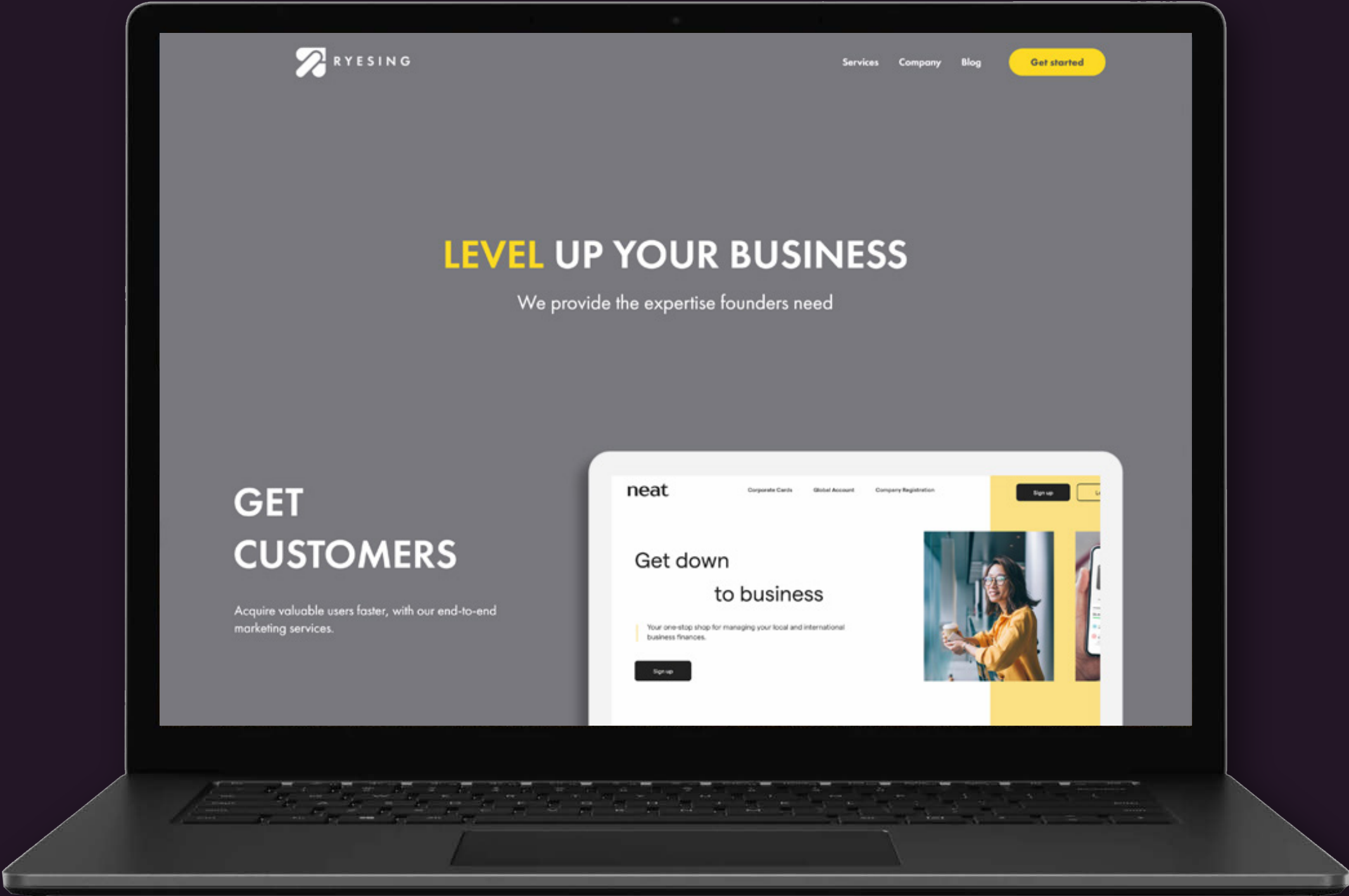




Digital design

Web design

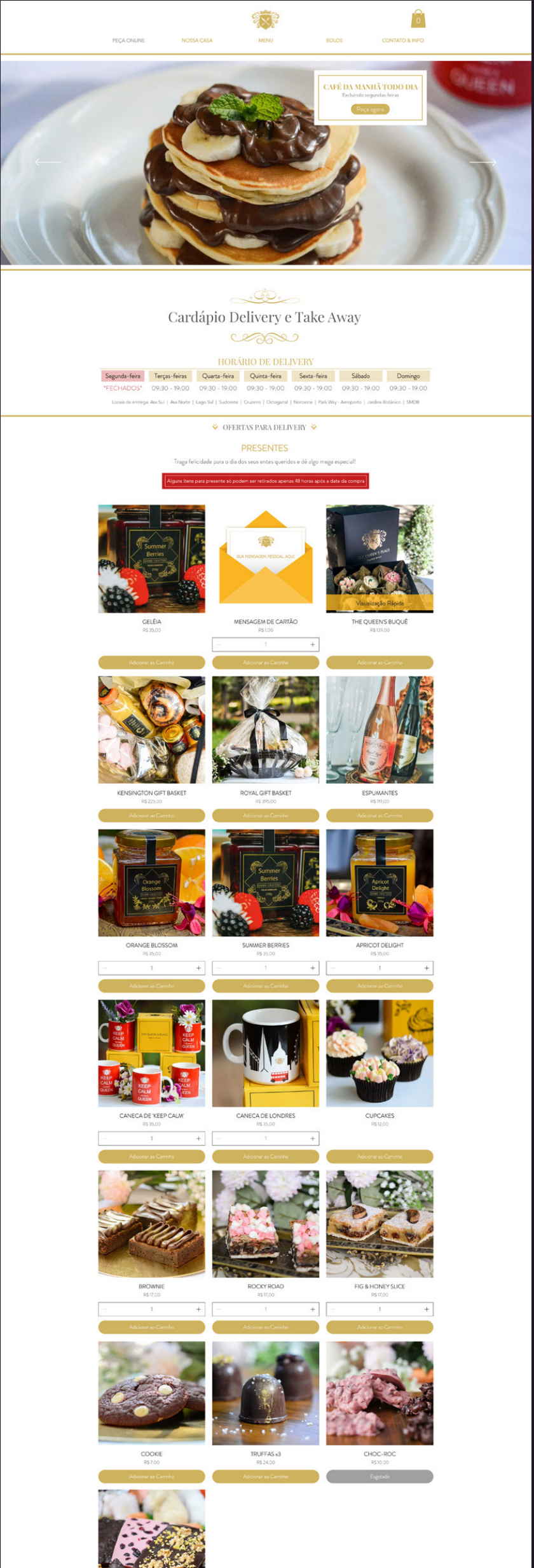
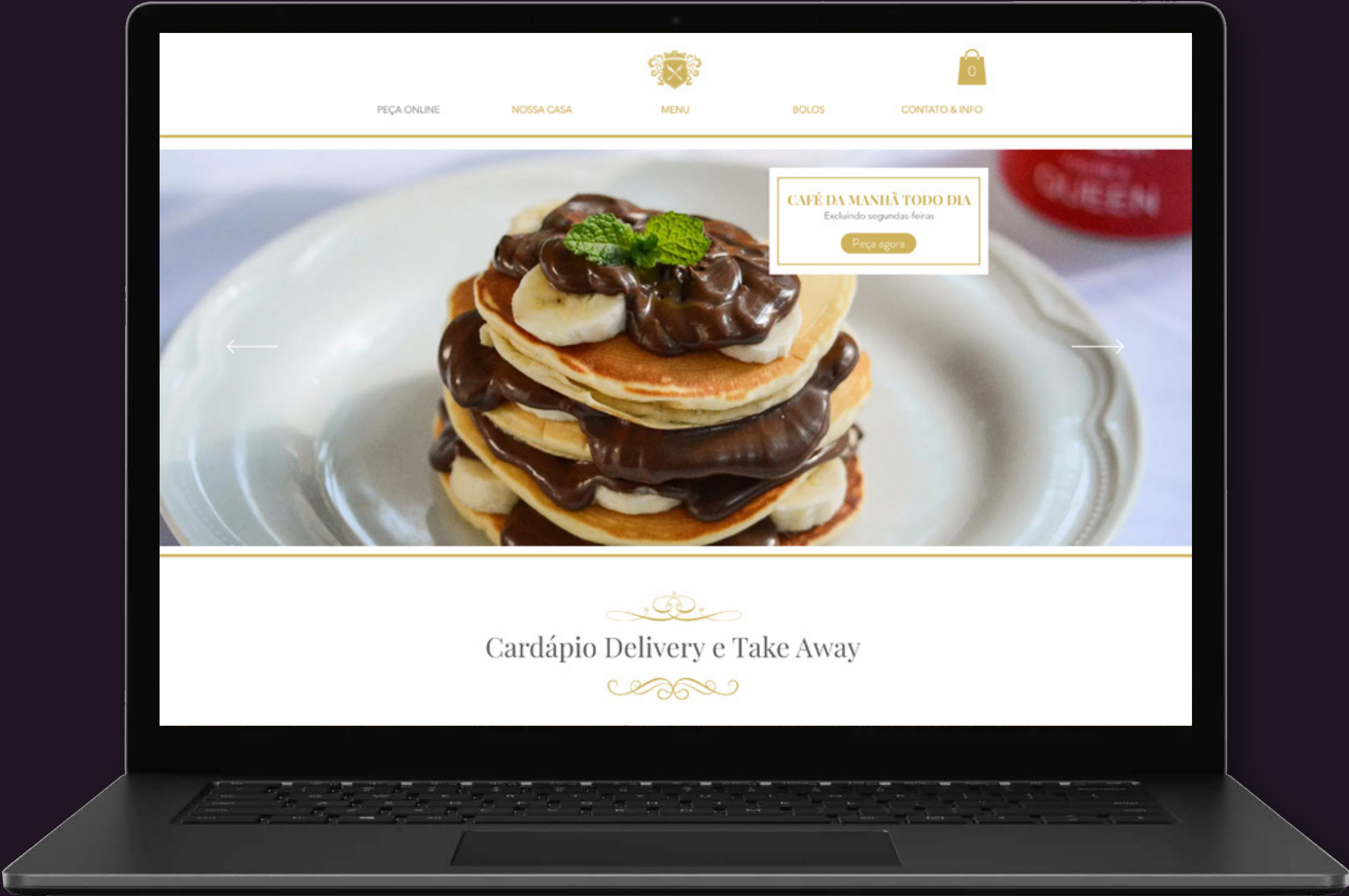






Web design

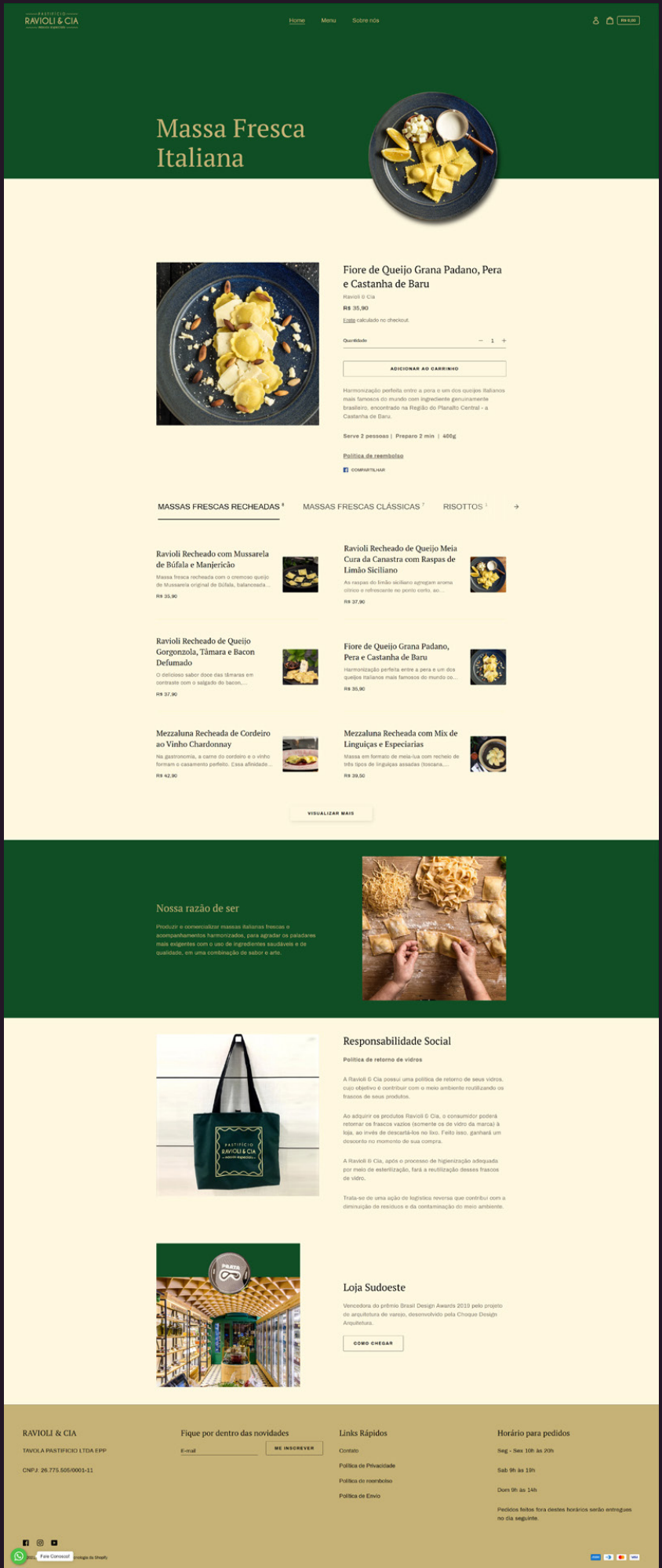
The Queen's Place - www.thequeensplace.com





## Web design

Ravioli & Cia - [www.ravioliecia.com.br](http://www.ravioliecia.com.br)





Digital design

Products / Props / Packaging



Products / Props / Packaging

The Queen's Place









See more at

[www.ianscarborough.com](http://www.ianscarborough.com)



[contact@ianscarborough.com](mailto:contact@ianscarborough.com)