

# Managing redundancy in a compassionate way

10 March 2021

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# The CIPD

A partner and  
a voice for  
people  
professionals

**157,430**  
**members**  
worldwide and  
**5,000+** volunteers  
and associates

Offices in  
the **UK**,  
**Ireland**,  
**Middle East**  
and **Asia**

All committed  
to **championing**  
**better work and**  
**working lives**

**V**olatility

**U**ncertainty

**C**omplexity

**A**mbiguity



# Redundancy intentions

- Strongest employment intentions in a year
- % of employers planning redundancies fell from 30% to 20%
- Redundancy intentions still high in hospitality and finance/insurance sectors
- Around 1 in 5 employers can't predict redundancies or not – there's still a high level of uncertainty

LABOUR  
MARKET

**OUTLOOK**

VIEWS FROM  
EMPLOYERS

*Winter 2020-21*



# Alternatives to redundancy

- Temporary lay offs/furlough
- Recruitment freezes
- Redeployment
- Wage flexibility – eg pay freezes, pay cuts, bonus cuts
- New or more flexible working arrangements; short-time working
- Terminating agency/temporary worker contracts
- Reductions in training budgets



# Managing redundancy during COVID-19



# Measures to support the redundancy process

Guidance for managers to ensure a fair and transparent redundancy process (58%)

Inclusion and diversity training for managers (45%)

Strict sanctions for managers found to have discriminated against employees during the redundancy process (34%)

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# OUTLOOK

VIEWS FROM  
EMPLOYERS

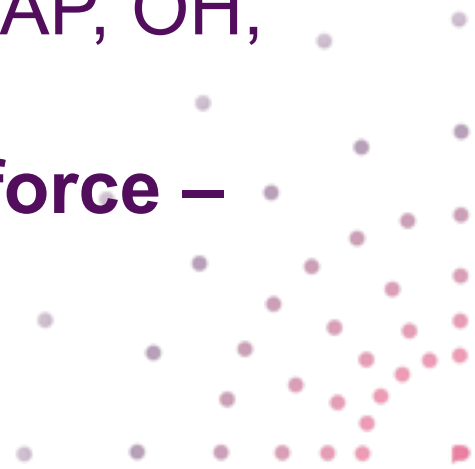
*Winter 2020-21*

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# Ensuring compassion and supporting people's health and wellbeing



- **Treat people with dignity, respect and kindness** – this can make a big difference to how they cope
- **Communicate regularly** – be clear, sincere and transparent
- **Train and support line managers** to have empathetic conversations and listen to concerns
- **Provide ongoing health and wellbeing support** – eg EAP, OH, counselling, wellbeing charities etc
- **Be mindful of the potential impact on the wider workforce** – build morale and help people look to the future







# Responding to the coronavirus

As measures to stem the spread of COVID-19 take on increasing priority, the CIPD will collate and publish updated resources to support your response

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

