

CyHRMA

HR Forward: Leading People in an Age of Change

HR TOOLKIT

Annual Conference 2026

13 May 2026 | The Landmark Nicosia

Official Conference Speaker Handouts & Learning Material

Anita Lettink

Unlock the Secrets to Workplace Equity

Conference Handout Material

Unlock the secrets to workplace equity

Anita Lettink



Cyprus
Human Resource
Management
Association

HR Forward:
*Leading People
in an Age of
Change*



ANNUAL
CONFERENCE
13 MAY 2026
The Landmark Nicosia

Question for **you**

*Does your organization have a
gender pay gap?*

1. Yes
2. No
3. I don't know

3,2%

Pay gap
decrease
(2011 to 2020)

2006

EU requirement
to ensure
equal pay

11%

Average EU
gender
pay gap

Cyprus: 12.2% in 2025, up from 11.9% in 2024

What's the **problem?**

	Men	Women
Starting salary	30 000 €	26 340 €
Annual increase	3 %	3 %
Salary after 15 years	45 377€	39 841 €
Cumulative loss		68 072 €

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Benefits		10 210 €
Total loss		78 282€

We're entering **the era** of **pay transparency**



Kimberly Nguyen-Poet Laureate of Pay Transparency



@knguyenpoetry

My company just listed on LinkedIn a job posting for what I'm currently doing (so we're hiring another UX writer) and now thanks to salary transparency laws, I see that they intend to pay this person \$32k-\$90k more than they currently pay me, so I applied.

3:22 PM · Mar 7, 2023 · **13M** Views

12K Reposts **974** Quotes **219.4K** Likes **5,793** Bookmarks



Culture of trust.

If you don't disclose
the pay gap, employees
assume it's **2-3** times
worse than it actually is



Employer Brand.

When you add pay
ranges to job ads,
you receive 38% more
relevant applications

The **EU Directive**

Prior to employment.

Disclose initial pay level and no questions about pay history allowed

Pay level & career.

Clear description of criteria used to define pay, levels and progression

Right to information.

Worker's right to receive information on individual and average pay levels

Pay gap reporting.

Employers with more than 100 workers must report the mean and median gender pay gap

Joint pay assessment.

When the reported pay gap between male and female workers exceeds 5%

Enforcement & reparation.

Compensation for loss and damages, sanctions and fines, burden of proof on employer

The **EU Directive**



Can you **explain**
why you pay
what you pay?

in gender-neutral and objective terms

Reporting **timelines**

Company size	First report due	Cadence
250+ Employees	June 7, 2027	Annual
150 - 249	June 7, 2027	Every 3 years
100 - 149	June 7, 2031	Every 3 years
< 100	Voluntary	Voluntary
< 100	May be exempt	May be exempt

Reporting timelines are delayed due to national transpositions

But...



Transparency

is not the same as

Equity

Three steps to workplace equity



Pay Transparency.

openness about
how pay works.



Pay Equity.

fairness in
what people are paid.



Workplace Equity.

fairness in
opportunity and work.

A *practical example*

Avery and Robin work at the same company as operator at Level 3.
Avery makes **€38,000** a year. Robin makes **€33,000**.

This is **openness**. But is it **fair**?

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- Avery and Robin both earn a **€ 28K** base salary.



Can you **explain**
why you pay
what you pay?

in gender-neutral and objective terms

And do **all workers** receive the
same **opportunities?**



1.

We must **do**
this *right*



Understand EU & local requirements

Identify gaps, inconsistencies, and risks.

Set compensation philosophy

Define salary and compensation elements, how often they are reviewed and how adjustments are made.



Collect the data

Ensure your data is accurate, complete, and consistent before any disclosure.

Prepare reporting

Run gender pay gap reports, identify outliers, assess gaps and prepare mitigation.



Map your jobs into levels

Clear job descriptions with requirements and weighing to create an independent job architecture.

Establish salary structure

Define pay bands and map job levels. Benchmarking is recommended but not required.



Train managers

Equip managers with tools and messaging so they can confidently talk about pay and handle difficult conversations with empathy.

Communicate proactively

Share with employees why and how you're moving toward transparency. Don't just share numbers, tell a story.



2.

Empower managers
and employees
to discuss **value**

What's the **compensation philosophy**?

Protected Characteristics

- Gender
- Age
- Race
- Religion
- Cultural background
- Disability status
- etc

What do we pay for?

- Skills & competencies
- Education
- Experience
- Responsibility
- Working conditions
- Location
- etc

Offer clear structures

Job levels.

Level 9	6	CEO					
Level 8	5	Executive					
Level 7	4	Vice President	6	Principal			
Level 6	3	Director	5	Expert			
Level 5	2	Manager	4	Advanced			
Level 4	1	Supervisor	3	Senior			
Level 3			2	Medior	3	Senior	
Level 2			1	Junior	2	Medior	
Level 1					1	Junior	

Salary bands.

Level	Min		Midpoint		Max
1	17,898	20,136	22,373	24,610	26,848
2	21,598	24,298	26,998	29,698	32,398
3	26,721	30,061	33,401	36,741	40,081
4	32,716	36,806	40,895	44,985	49,074
5	40,460	45,518	50,575	55,633	60,690

Where to **focus** the **conversation**

First quartile	Second quartile	Third quartile	Fourth quartile
Employee is new or fairly new to the job or industry. Meets minimum job qualifications.	Employee with some relevant experience. Meets most of the knowledge and skills requirements.	Employee has all the relevant experience and required knowledge and skills. Shows proficiency.	Employee has specialized skills and adds significant value. Is seen as expert or mentor.
No certifications	Job certificate A & B	Diploma C	

*In **objective** terms, without **bias***



3.

You **can** do this in a
small company



1 Start with the **data audit**

2 Build a **simple** job & pay framework

3 **Update** your hiring process

The **EU Directive**



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Want more?

Read my [newsletter](#) for more insights



Anita Lettink is a leading expert on the Future of Work and emerging technologies. As an international speaker and advisor, she helps companies and workers prepare for the challenges and opportunities of the changing world of work while using state-of-the-art technologies. She has been recognized as a LinkedIn Top Voice, a Top 25 Future of Work Thought Leader, a Top 10 Innovator, and a Top 100 HR Tech Influencer.

Anita is Managing Partner at HRtechradar.com



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Dennis Nørmark

How HR Can Help Combat Pseudo-Work

Conference Handout Material

How can HR help combat pseudo-work?

Let needs be defined more from below than from above. Listen to the core functions: what do they actually need — and what can they easily live without?

Improve feedback loops between operations and support functions.

Recruit people who are able and willing to exercise their own judgment and use common sense.

Help formulate job postings that are clear and descriptive, avoiding fluffy language that makes the role unclear and increases the risk of creating positions with little real substance.

Create recognition mechanisms other than promotion into management. More managers often means more pseudo-work.

Monitor the number of rules, job descriptions, policies, and procedures. Is the employee handbook getting thicker and thicker? Consider setting an ambition to remove some every year.

Map the extent of pseudo-work. Help conduct “task archaeology” and stress the duty to speak up when work no longer creates value — possibly through anonymous and psychologically safe channels.

Help build business cases and pre-mortems for projects and initiatives that sound impressive but may end up consuming everyone’s time without creating real value.

Develop middle managers so they actually lead people and handle problems where they arise — instead of becoming bureaucrats who mainly design policies.

Be role models for clear language and avoid management bullshit.

Help create focus on the small meaning of work — not only the grand purpose.

Oli France

Summit Vision

Conference Handout Material

SUMMIT VISION - CYHRMA HR Toolkit

Key lessons from Oli France's keynote session

Oli France leads teams through some of the world's harshest environments - from Iraq and Congo to Siberia and the high mountains of Alaska. Across 15 years, 80+ countries, and world-first expeditions, he has explored what it truly takes to sustain performance, navigate uncertainty, and lead people toward ambitious goals under pressure. This toolkit captures the core lessons from Oli's session.

1. Shared Vision Creates Momentum

High-performing teams rally around a clear and meaningful objective. In uncertain environments, clarity creates alignment, ownership and momentum.

Leadership takeaway: Teams move faster and perform better when everyone understands the mission, the plan, and the standard expected.

2. World-Class Basics Win Under Pressure

Sustained performance comes from consistently executing the fundamentals:

- Clear communication
- Preparation and adaptability
- Discipline under pressure
- Avoiding complacency
- Strong team culture

Leadership takeaway: High performance is built on consistency, not intensity.

3. Intelligent Risk Beats Recklessness

Oli shares how expedition teams become 'students of failure' - identifying blind spots, pressure-testing assumptions and preparing for uncertainty before it arrives.

Leadership takeaway: The goal is not to eliminate uncertainty, but to navigate it intelligently.

4. Resilience and Trust Drive Performance

The strongest teams maintain perspective during setbacks, support each other under pressure and stay connected to a shared purpose.

High-trust teams communicate honestly, challenge constructively and operate with ownership.

Leadership takeaway: Resilience and trust are critical foundations of sustained high performance.

Speaker Website: www.oli-france.com

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Instagram: @oli_france

Apostolos Koumarinos

It's Not About Managing People. It's About Serving Them.

Conference Handout Material

IT'S NOT ABOUT MANAGING PEOPLE. IT'S ABOUT SERVING THEM.

Apostolos Koumarinos · CyHRMA Annual HR Conference 2026 · Nicosia, Cyprus

THE ONE IDEA

Every HR decision starts with a story you didn't know you were telling.

3 TOOLS YOU CAN USE TOMORROW

1

The Communication Spiral

Before any difficult conversation, ask yourself: *Am I entering this to confirm, or to discover?* Same conversation. Different mindset. Completely different outcome.

2

The 5 Whys — HR Edition

When something goes wrong with a person, ask “why” five times before deciding what to do. Most of the time, by the fifth why, you'll find it was never about the person. It was about the system.

3

Rewrite the Story

Name the story you're telling. Then write the opposite story — same facts, different interpretation. You always have a choice.

YOUR TO-DO LIST THIS WEEK

- 1) Choose one HR decision you are currently facing. Before acting, write down the story you are telling yourself about it. Separate facts from assumptions. Ask one better question before giving one final answer.
- 2) Have one conversation where your goal is not to manage the person, but to understand the system around them.
- 3) Use the 5 Whys on one performance issue. Don't stop at “attitude.”
- 4) Have one conversation where your only goal is to discover, not to decide.
- 5) Write down one thinking habit you commit to practicing daily.

“Before you decide who someone is, ask who you've already decided they are.”

Christina Economidou Pieridou

Fuel Your Day – Nutrition Habits for Energy & Focus

Conference Handout Material

Fuel Your Day

SIMPLE NUTRITION HABITS FOR ENERGY AND FOCUS AT WORK



CHRISTINA ECONOMIDOU
nutritioncanheal.com



Christina Economidou is a clinical dietitian and nutritionist. She studied clinical dietetics at King's College, University of London, and then completed a two-year postgraduate program at the University of Surrey, where she earned a master's degree in Nutritional Medicine. Since 2000, she has been practicing as a private clinical dietitian in her hometown, Limassol.

Christina integrates clinical dietetics with a holistic and natural approach. She has published two nutrition books. Her first book titled ***“How to Become Your Own Dietitian,”*** was published in 2012 and in 2016, she released her second book ***“Anticancer – The Preventive Power of Food”*** which is available both in English and Greek. Both books were immediately embraced by the public, reaching a total of 7,000 readers.

Christina has dedicated a large part of her career to educating people of all ages about the role of nutrition in achieving optimal health. As an accredited HRDA Trainer, she works closely with a wide range of organizations, delivering tailored corporate wellness initiatives aimed at improving employee performance, energy, and long-term health.

Christina is the founder of the website **“Nutrition Can Heal,”** which acts as a platform for year-round online nutrition seminars and programs such as the 14-Day Detox Program, the “Metabolic Balance” Program and “Anti-Inflammatory Diet Program.”



Simple Nutrition Habits for Energy and Focus at work

- Try to have your meals and snacks at regular times every day.
- Emphasize meals and snacks rich in protein, fiber and healthy fats (avocado, olive oil, nuts and seeds).
- Aim to meet your protein needs by eating protein in most of your meals and snacks (choose legumes, fish, chicken, nuts, peanut butter, yogurt, eggs and lean meats. Aim for 1-1.2 g / kg ideal body weight per day.
- Try to eat legumes (i.e. beans, lentils) : 2-3 times per week
- Aim for 2-3 servings of fish per week, including 2 servings of fatty fish such as sardines, sea bream, trout, mackerel, and salmon.
- Choose some types of healthy fats every day (olive oil, avocado, nuts and seeds). Choose unsalted nuts or seeds. They are an ideal snack to fuel your day (approximately 25 gr equal 1 snack).
- Aim for a high fiber diet. Include salad or cooked vegetables at every meal. Try to fill half or your plate with vegetables. If your intake is now much smaller, increase the fiber (vegetables) slowly.
- Try to also get fiber from other sources such as flaxseeds, chia seeds and whole grain bread.
- Aim for 2-3 pieces of fruit per day.
- Have a low intake of saturated fats (red meat, chicken skin, butter) and try to keep processed meats (hot dogs, salami, bacon, ham etc) to a minimum. Try to have no more than 300 gr or red meat per week.
- Avoid sugar and simple carbohydrates such as white flour.



Breakfast Suggestions for stable energy in the day

When your day's going to be intense, breakfast needs to do two things: give steady energy (not a sugar spike) and keep you full for hours. That usually means a mix of protein, healthy fats, and slow carbs.

Quick Breakfast Options (great for sustained energy without a crash):

1. Overnight oats (prep once, grab & go)

- Mix oats with milk or yogurt the night before. Add:
- Nuts or seeds (healthy fats)
- Fruit (For fiber and natural energy)
- A spoon of peanut or almond or hazelnut butter

2. Eggs with whole grain toast (Simple but powerful):

- Scrambled or boiled eggs or omelet (protein)
- Serve with whole grain or multi-seed toast (slow carbs)
- Optional: Can add some avocado or olive oil drizzle

*** Keeps you full and focused well into the morning.

3. Protein smoothie

- Blend:
- Banana or berries
- Greek yogurt or protein powder
- Nut butter (About 1 TBS)
- Add milk or plant milk

*** Fast, portable, and surprisingly filling if you include fat + protein.

4. Nut butter toast with fruit

- Whole grain bread
- Almond or peanut butter
- Banana slices or apple on the side

*** Balanced and very quick to prepare.



Breakfast Suggestions for stable energy in the day

5. Greek yogurt bowl

- Greek yogurt (high protein, great source of probiotics for supporting gut health)
- Add 1 teaspoon of honey and berries
- Can also add a few TBS of granola or nuts

*** Feels light but gives long-lasting energy.

6. Breakfast wrap

- Whole wheat tortilla
- Add eggs or hummus
- Add spinach, cheese, or leftover veggies

7. Ultra-minimal option (If you're truly short on time):

- A handful of nuts plus a piece of fruit

*** Very simple and easy and way better than skipping breakfast.

WHAT TO AVOID (if you want stable energy, to keep inflammation low and support the body and mind for current and future optimal health):

- Sugary cereals
- Pastries - especially "sfoliata" type (they are full of trans fats that lead to low levels of chronic inflammation that have negative effects on brain health)
- Just coffee without food



Healthy Snack Options

- 1 fruit = 1 apple or 1 pear or 1 small banana or 2 kiwi or 1 orange or 2 slices of pineapple or 7-8 strawberries or 15 grapes or raisins or 3 medium dried fruit i.e. dried apricots or prunes or 1 large medjool date
- 12-15 almonds or 5-6 walnuts or 12-15 cashew nuts
- Matcha latte – 1/3 - 1/2 teaspoon matcha green tea (powder) with coconut or almond milk (great for its calming and anti-stress effects, rich in antioxidants)
- Small glass of kefir
- Carrot juice with 1 apple + celery + carrots + ginger
- Protein shake
- Smoothie with juice from 1 orange + 2/3 cup frozen berries
- 2 protein balls or a bar made of dried fruits, peanut butter and / or nuts and seeds (about 35 - 40 gr)
- 35 gr homemade bar
- 25 - 30 gr dark chocolate (equal to or higher than 70 % cocoa)
- yogurt with small or 1/2 fruit (i.e. with berries) or with seeds + 1 teaspoon honey
- Small piece of unsalted anari cheese with 1 teaspoon honey
- 1 slice of wholemeal bread (or zea or multiseed bread) with some cottage cheese or 2 teaspoons peanut butter

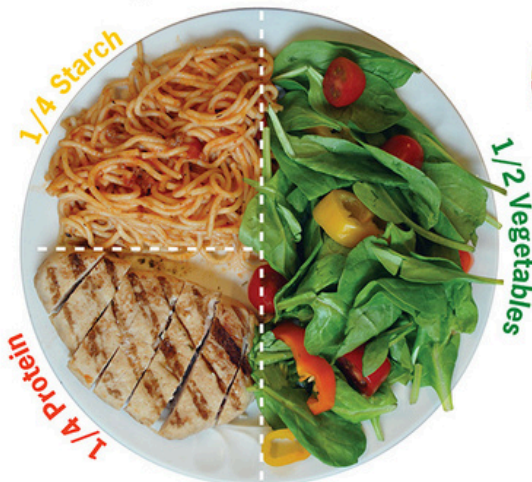


Balance Your Main Meals

Try to create the balance below at your main meals:



My Healthy Plate



Plan the portions on your plate.



Optional Fruit or Dairy

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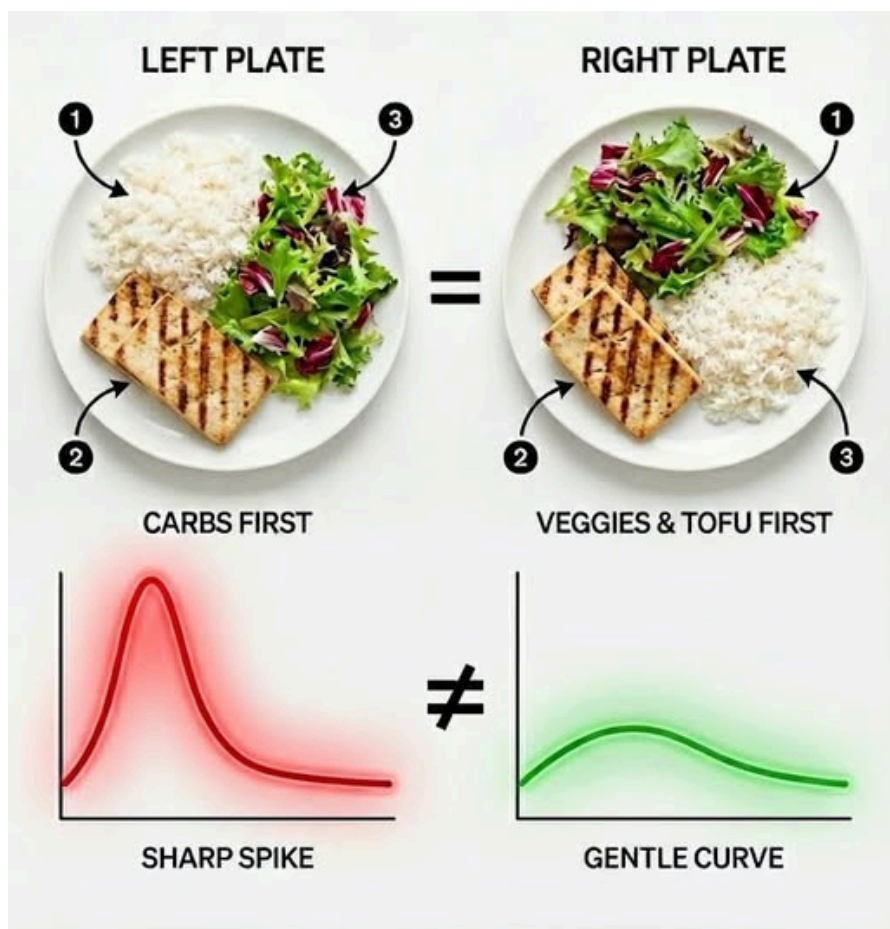


Balance Your Main Meals

Try to keep the carbs last when eating your meals.

Same meal, same calories, but you can change the order!

This will give a completely different blood sugar response and a completely different metabolic effect, while providing sustained energy throughout the day.





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