



# EMPLOYERS' GUIDE TO YOUTH EMPLOYMENT AND UK TRAINING PROGRAMMES

The CIPD is the professional body for HR and people development. The registered charity champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has more than 150,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

**About Strategic Development Network (SDN)**

SDN, the authors of this guide, help employers explore, launch and improve government-funded training and initiatives, through consultancy, events, training and resources. They work with government, industry and regional bodies on large-scale support programmes and individually with employers and training providers.

**[www.strategicdevelopmentnetwork.co.uk/employers](http://www.strategicdevelopmentnetwork.co.uk/employers)**

## Guide

# Employers' guide to youth employment and UK training programmes

## Contents

Introduction	2
Overview of the programmes	6
Details of the programmes	7
Other programmes	14
Further resources	15

## Acknowledgements

This guide was written by Strategic Development Network's team for the CIPD with contributions from:

Alison Sumpter

Simon Shaw

Tim Chewter

Colin Bentwood.

The authors would also like to thank Lizzie Crowley, Hannah Dennett, Zainab Oyegoke, Derek Tong, Isabella Uhlig and Marek Zemanik at the CIPD for their helpful feedback.

## Publication information

When citing this report, please use the following citation:

CIPD. (2021) *Employers' guide to youth employment and UK training programmes*. London: Chartered Institute of Personnel and Development.

# 1 Introduction

Young people, especially those who have recently left education, have been hard hit by the economic impact of the COVID-19 pandemic. Supporting and encouraging employers to provide opportunities for young people to access work experience, employment and training opportunities during this difficult period is vital. Previous recessions have highlighted the damaging long-term consequences of a period of unemployment for young people's future earnings and employment outcomes, as well as for their mental and physical health.

Employers recognise the value that young people bring to their organisations, yet those who want to support young people often face a confusing and fragmented landscape of government initiatives, bodies and programmes which can act as a barrier to engagement. That's why we have developed this guide dedicated to major youth employment programmes: to help clarify the landscape and to support organisations making decisions about the programmes and initiatives that can help both young people, and organisations, build forward better.

This guide is a snapshot of current UK government training programmes.

It starts with a short summary of the skills challenges that employers are facing and then gives a practical description of the main programmes available to help tackle those challenges. It aims to help you better understand which schemes could work for your organisation and then signposts you to more information and next steps.

## Changes creating challenges for employers

Organisations in the UK are facing many challenges that affect future workforce development. These have been driven by a mixture of external changes and labour market trends. The most prominent include:

- 1 COVID-19** is changing workplace conditions and skills needs, especially where physical proximity matters most. Retail, leisure and travel, manufacturing, warehouse and office work all continue to experience high levels of disruption. Some changes in working methods and skills due to COVID restrictions are likely to be permanent.
- 2 Brexit** has changed workforce regulations and policies, affecting access to skills from abroad and putting greater emphasis on 'home-grown' talent. It also affects business and personal lives and may require businesses to accommodate sometimes deep differences in viewpoints and identities.
- 3 Technology** is changing the nature of work and how jobs are done. Remote and virtual working are here to stay, and digital transactions and e-commerce are becoming the norm. Automation and artificial intelligence are driving changes to professional roles and to service occupations in care and education, among many others.
- 4 Diversity:** increased awareness and action on inclusivity and diversity are changing the make-up of the workforce and, at the same time, revealing structural inequalities in pay and opportunity which can damage not just individuals, but organisations and society as a whole.
- 5 Employment** is changing too. There's strong growth in the healthcare, science, technology and creative professions, as well as administration and support services.<sup>1</sup> (The CIPD's latest *Labour Market Outlook* shows the sectors expecting employment growth.)

However, a *reduction in flexible working arrangements* (apart from homeworking) is reducing opportunities for people who have constraints in being able to work standard-hour weeks or in getting to a place of work.

In the context of these shifting changes, employers will be focusing on tackling a number of key challenges.

### Key challenges for employers

- Recruiting for the right skills
- Retention
- Post-pandemic recovery
- Managing an ageing workforce
- Succession planning
- Boosting creativity and innovation
- Supporting health and wellbeing
- Improving digital skills
- Adopting new working patterns
- Moving quickly to seize opportunities

<sup>1</sup> CIPD. (2021) *Labour Market Outlook: Spring 2021*. London: Chartered Institute of Personnel and Development.

## Tackling the challenges

For employers, one of the critical factors in dealing with these challenges lies in effective workforce planning – recruiting and retaining the right workforce and making sure their organisations have the skills they need now and in the future. Actions may include, but not be limited to, the following:

**Reskilling** is becoming a continuous process for almost everyone in work, including new recruits. A recent study estimates that 90% of the UK workforce will need to be trained over the next decade for the country to realise the full benefits of reskilling.<sup>2</sup> Young people can benefit as much from reskilling as experienced staff – perhaps even more so – as they may find it easier to adapt to new technology and working methods.

**Career paths** provide useful frameworks for people to upskill or retrain and can be changed as and when different skills are needed. They allow people to transition from one role to another and progress to more responsible and better-paid roles. Career paths should be linked to reskilling.

**Skills assessment** gives organisations a strategic perspective on workforce planning, enabling them to understand how much their workforce will need to change, when, and in which directions. As well as classifying people's roles by task and function, it's also important to assess the need for creativity, social intelligence and critical thinking skills, and personal attributes such as resilience and open-mindedness.

**Collaboration** with other organisations in a sector or region (including nationally) could give a wider view of the future workforce and allow joint action. This includes influencing education to develop higher-quality technical training and broader skills development.

## Government programmes

The UK Government has a number of programmes – targeted particularly around training and employment for young people – that can help employers in taking these actions. Its recently launched [Plan for Jobs](#) explains how the Government is '*protecting, supporting and creating jobs*' on the one hand, and '*equipping people with the opportunities and skills they need for a fulfilling career*' on the other,<sup>3</sup> including through these initiatives. The aim of this guide is to help you, as the employer, to navigate the different options available and decide which would be most appropriate to your circumstances.

Elements of skills policy are devolved in Northern Ireland, Scotland and Wales and these are discussed in the CIPD factsheet [Skills Development in the UK Workplace](#). The programmes described in this guide operate primarily in England. Brief outlines of equivalent or similar programmes in the devolved nations are also included in **[Section 3: Details of the programmes](#)**.

---

<sup>2</sup> Allas, T., Foote, E. and Fairbairn, W. (2020) *The economic case for reskilling in the UK: how employers can thrive by boosting workers' skills*. London: McKinsey & Company.

<sup>3</sup> Chancellor Rishi Sunak, '[Plan for Jobs Introduction](#)' video, published 27 January 2021.

### About this guide

This guide will cover four main programmes, namely:

- T Levels
- traineeships
- apprenticeships
- Kickstart Scheme.

The section **Other programmes** will touch on some additional options:

- Skills Bootcamps
- free Level 3 qualifications for adults
- sector-based work academies
- CIPD Mentoring Programme.

This guide is accompanied by two further, separate resources:

- A **checklist** showing practical steps you can take to benefit from these programmes.
- **Frequently asked questions** addressing common questions employers are asking about the four main programmes.

### How to use this guide

- 1 **Compare** the four main programmes using **Section 2: Overview of the programmes**, which shows their main features at a glance. This should help you decide which ones interest you most.
- 2 **Understand** more about how the four main programmes work and their benefits (**Section 3: Details of the programmes**). This should help you confirm your interest. Answers to any further questions are listed in the accompanying Frequently asked questions. Scan the other options described in **Section 4: Other programmes** to see which of these might also be of interest.

### Next steps

- 1 **Follow up** the relevant links and resources listed in the guide to find out more about the programmes.
- 2 **Consult** with colleagues about any of the options you think could fit in with your organisation's workforce development plans.
- 3 **Plan** the actions needed to take advantage of the programmes – the downloadable Checklist should help.

## 2 Overview of the programmes

	T Levels	Traineeships	Apprenticeships	Kickstart Scheme
<b>Overview</b>	High-quality, full-time technical qualifications, equivalent to 3 A Levels, covering all major sectors. T Levels are linked to apprenticeship standards. As well as learning in the classroom, students spend time on industry placements to develop their technical skills and behaviours.	Training programmes with work experience, for young people to develop foundation skills and experience to be ready for work or an apprenticeship. At the end of the placement, if there is a vacancy in the organisation, the employer is asked to provide an interview.	A job with training, enabling new and existing employees to develop the knowledge, skills and behaviours they need to be occupationally competent. Apprenticeships range from Level 2 to Level 7 (post-degree) and are available in almost every industry.	Six-month job placements to help young people acquire the skills and experience they need for sustained employment. The Government contributes to employment costs (wages and NI) and the cost of employability training.
<b>Who is it for?</b>	Students aged 16–19. Usually there is a basic requirement of 5 GCSEs.	Young people aged 16–24. They must not be qualified above Level 3.	People aged 16 or over who are not in full-time education. Apprentices can be new or existing employees.	Young people aged 16–24 who receive Universal Credit or are at risk of long-term unemployment.
<b>Where is it delivered?</b>	80% of the time is spent with a provider (school, college or training provider), with 20% in a workplace placement.	Most of the time is spent in the workplace, but some off-site learning is involved.	Delivered in the workplace, with 20% of the apprentice's time spent on off-the-job training, supported by the training provider.	In the workplace.
<b>Levels</b>	Level 3, equivalent to A Levels.	Pre-apprenticeship level.	From Level 2 (GCSE equivalent) to Level 7 (postgraduate qualifications).	No required educational level – the focus is on employability.
<b>How long is the programme?</b>	T Levels are two-year qualifications.	Traineeships can last between six weeks and a year.	Apprenticeships can range from one to six years depending on the level.	Kickstart placements can last up to six months.
<b>Time spent in the workplace</b>	Approximately 45 days (315 hours minimum). This can be shared with one other employer.	Six weeks to six months.	A minimum of 12 months.	At least 26 weeks.
<b>Costs to employer</b>	£0, although you may choose to pay the student and contribute to travel and subsistence.	£0, although you may choose to pay the trainee and contribute to travel and subsistence.	Apprenticeship minimum wage or higher.	Wages, NI and pension costs over 25 hours a week (see below) and any top-up to rates of pay over the minimum wage.
<b>Incentives</b>	£1,000 incentive for every student starting an industry placement between 1 May 2021 and 31 July 2022 (up to 20 per region).	Employers can receive £1,000 per learner for up to ten learners.	£3,000 for newly recruited apprentices between 1 April and 30 September 2021, plus an additional £1,000 for students aged 16–18 or under 25 with a care plan. Reduced employer NI for students aged under 25.	Government contribution covers 100% of national minimum/living wage for 25 hours per week plus NI and pension contributions worth around £6,500 per participant. Employers also receive £1,500 per participant for set-up, support and training costs.
<b>When is this available until?</b>	New pathways are added each year until 2023, when 23 options will be available indefinitely.	Indefinitely.	Indefinitely.	December 2021.
<b>Progression routes</b>	Employment, higher- or degree-level apprenticeship or higher education.	Apprenticeships, work or further education.	Employment or higher-level apprenticeships.	Apprenticeships, work or further education.
<b>How to get started</b>	Visit <a href="http://www.tlevels.gov.uk">www.tlevels.gov.uk</a> to express your interest and be connected with local schools or colleges that offer T Levels.	Contact the <a href="#">National Apprenticeship Service</a> , who can help you set up a traineeship scheme.	Contact the <a href="#">National Apprenticeship Service</a> or find local training providers, who will help to set them up and advise on funding (levy or non-levy).	Apply directly or use an approved 'gateway' organisation to register for the scheme.



## 3 Details of the programmes

### T Levels

T Levels are a new type of technical qualification for students aged 16–19. They are developed with employers to meet industry needs and prepare students for employment and higher levels of training. There are 23 T Level 'routes' covering all the main industry sectors and job roles. The first T Levels started in 2020 and all 23 routes will be available by 2023.

T Levels are equivalent to three A Levels. They take two years of full-time study, which combines classroom learning and an industry placement lasting at least 45 days. Students are graded pass, merit, distinction or distinction\* when they complete their qualification. They also receive a separate grade A\*–E for the core component. T Levels attract UCAS points which allow students to apply for a place at university if they want.

### Benefits of T Levels to employers

- **Expansion of the talent pool:** T Levels help inform the future cohorts entering the labour market about the opportunities available in your industry.
- **Development of job-ready employees:** the programme provides young people with the knowledge, skills and behaviours needed in technical roles before they start work.
- **Targeted recruitment:** T Levels create a 'pipeline' of technically qualified young people directly from industry placements into jobs.
- **Raising brand awareness and reputation:** participation can bring greater recognition of the organisation and help distinguish its brand from competitors.
- **Staff development:** T Levels give staff the chance to develop invaluable skills by supervising and mentoring students on industry placements.

Employers can receive a cash incentive of £1,000 per student when they start an industry placement between 27 May 2021 and the end of July 2022, up to a maximum of £20,000 for 20 students in any one region.

### Additional information and resources about T Levels

- A general [introduction](#) to T Levels
- In-depth support about [industry placements](#)
- A [list and location map](#) of colleges, schools and training providers that deliver T Levels in your area

### Devolved nations

T Levels are specific to England and are not being introduced in any of the devolved nations. However, the apprenticeship system in Scotland includes 'Foundation Apprenticeships', which give young people in secondary education the chance to gain industry knowledge and experience by working on industry projects supported by employers. More information is available at [Apprenticeships.Scot](https://www.apprenticeships.scot.nhs.uk/).

## Traineeships

Traineeships are designed to give people aged 16–24 the skills, experience and confidence to start an apprenticeship or a job. Traineeships combine a foundation of skills training from a training provider and experience at the workplace in a placement.

Traineeships are flexible enough to meet individuals' and employers' needs. They can last from six weeks to a year; most are under six months. Work experience placements can last between 70 and 240 hours. If you take trainees on a placement, you'll be able to decide the days and times with their training provider. You'll give trainees constructive feedback on their performance during the placement and at the end. You must also interview them if there's a suitable job or apprenticeship position available.

### Benefits of traineeships to employers

- **Helping young people get ready for a job:** traineeships build confidence and basic employability skills so young people are prepared for work.
- **Supporting social mobility:** offering the programme can attract young people from diverse groups, overcoming disadvantages as they join the working population.
- **Route to apprenticeships:** traineeships enable you to select individuals for apprenticeships that already exist in your organisation, or to create new apprenticeship opportunities.
- **Identification of future talent:** participation provides a chance to get to know individuals' personal strengths and attributes before employing them.

Employers can receive a cash incentive of £1,000 per trainee on a placement, up to a maximum of ten trainees.

To get started, contact the National Apprenticeship Service, who can help you get in touch with a training provider. From there, you can design a traineeship with the support of a provider, and the National Apprenticeship Service can advertise the opportunity. You can also contact a local training provider directly to design a traineeship programme. After this, you, the provider and the traineeship student must discuss and agree on exactly what you can all expect from the traineeship.

### Additional information and resources about traineeships

- The [National Apprenticeship Service](#) can help you make contact with training providers and will advertise the opportunity. If you already use training providers for apprenticeships, they may offer traineeships themselves or put you in touch with another suitable provider.

### **Devolved nations**

Traineeships in Northern Ireland will soon be available in up to 30 vocational areas. They are for young people aged 16+ who have obtained four GCSEs at grade D–G. Pre-employment training is also available through the '[Assured Skills Programme](#)', where funding is available to help people compete for guaranteed job vacancies in new foreign direct investment (FDI) companies and expanding businesses.

In Scotland, Skills for Work courses give young people the opportunity to gain generic employability skills needed for success in the workplace by providing practical experience of work. Work placements are encouraged but are not mandatory, as they are in T Levels. The Introduction to Workplace Skills qualification does include a mandatory employer-assessed work experience placement of 150 hours. The Certificate of Work Readiness was developed in partnership with businesses in Scotland and is designed for young people who are ready for their first experience of work but need some guided support. It also includes a mandatory employer-assessed work experience placement.

Traineeships are available for young people aged 16–18 in Wales. They are used to help move young people into paid work, an apprenticeship or further education.

## Apprenticeships

Apprenticeships are qualifications for anyone aged 16 or older who's employed and isn't in full-time education. This includes current staff members as well as new recruits. Apprenticeships cover all industry sectors and thousands of job roles. They are designed by employers to meet the country's need for people to gain the knowledge, skills and behaviours which build successful careers and help their organisations to flourish.

Apprenticeships are available at intermediate, advanced, higher, degree and postgraduate levels. They last between one and six years depending on the role and level of the qualification. Employees on apprenticeships must spend 20% of their contracted working hours in off-the-job learning, training or studying. This could be one day a week, a varying amount of time each day or longer blocks of time. Training is delivered by a training provider on your premises, off-site, online, through distance learning or a combination of these.

Funding for apprenticeships is provided by the Government through a levy on employers whose annual payroll exceeds £3 million. All employers can use apprenticeship funding, whether they pay into the levy or not. Employers not paying the levy may need to contribute a proportion of the costs; this is currently 5%. Each apprenticeship has a maximum level of government funding. Funds can only be used to pay for training directly related to the apprenticeship; they can't be used to pay wages or non-apprenticeship costs.

### Benefits of apprenticeships to employers

- **Enhancement of skills and proficiency:** apprenticeships focus on the competencies and qualities that increase people's value and contribution to the business and develop skills at all levels to meet the demands of a competitive, flourishing economy.
- **Development of the whole workforce:** participation provides career opportunities across the organisation, from new hires to experienced employees being promoted or moving into new roles.
- **Increasing productivity and retention:** by offering apprenticeships, organisations can increase staff effectiveness, raise efficiency levels and make productive people more likely to stay.

Employers who hire new staff on apprenticeships between 1 April and 30 September 2021 receive a cash grant of £3,000, plus an extra £1,000 for those aged 16–18 or for those under 25 who have an education, health and care plan or have been in the care of the local authority.

### Additional information and resources about apprenticeships in England

- A short [introduction](#) to apprenticeships
- [In-depth information](#) about apprenticeships
- Making [enquiries](#) about apprenticeships

### Devolved nations

There are approximately 150 Level 2 and Level 3 apprenticeships and over 45 higher level apprenticeships available in Northern Ireland. Details are given on the [website](#).

The apprenticeship system in Scotland is distinct from the rest of the UK. It is designed and managed by Skills Development Scotland and is based on Scottish Vocational Qualifications. There are three types of apprenticeship – foundation, modern and graduate apprenticeships:

- Foundation apprenticeships are for students in secondary education and are discussed above in the section on T Levels.
- Modern apprenticeships are primarily aimed at young people aged 16–24, but are available for older workers too. There are around 100 modern apprenticeships covering job roles from construction to digital media.
- Graduate apprenticeships are for everyone who's aged 16 or above, is employed full-time and wants to gain an honour's or master's degree while they work. More information is available at [Apprenticeships.Scot](#).

As part of the COVID response, the Scottish Government also introduced [Pathway Apprenticeships](#), specifically aimed at young people leaving school. Referrals are currently closed but may open again.

Apprenticeship levy payers and SMEs in Scotland can also access the [Flexible Workforce Development Fund](#), which can be used for shorter reskilling opportunities.

Apprenticeships in Wales are available at four levels: foundation, apprenticeship, higher apprenticeship and degree apprenticeship. They all follow an approved Welsh Apprenticeship Framework – there are 23 frameworks. They are for people aged 16 or over who are in full-time employment.

Incentives for employing apprentices also exist in all three devolved nations.

### **Kickstart Scheme**

Kickstart provides job placements for 16–24-year-olds who don't have a job at the moment. Kickstart placements are real jobs, fulfilling a real need in your business. By giving young people in this age bracket valuable experience and the chance to turn a placement into a job, you're helping the country to avoid a 'lost generation' facing long-term unemployment.

Kickstart job placements must start before the end of December 2021, with funding for those on placement continuing until the end of June 2022. Individuals must be on Universal Credit to be eligible. Funding covers 100% of the National Minimum Wage or National Living Wage (age-dependent) for 25 hours a week for up to six months. Kickstart employees can work longer hours or for higher pay, with you making up the difference.

Placement jobs must not replace existing vacancies and must not cause loss of jobs or reduced hours for existing employees. Each placement must be a new job created specifically for the Kickstart employee. You'll be asked to explain why you're using the Kickstart Scheme when you apply. You'll also be asked how the young person will be supported while they are on the placement.

Kickstart placement vacancies are advertised through Jobcentres. You'll be given a choice of applicants to interview and you make the selection decision. Payments are made monthly in arrears once the young person is on the payroll and PAYE.

#### **Benefits of Kickstart to employers**

- **Helping young people get ready for a job:** the programme provides real work experience and jobs, helping avoid long-term unemployment.
- **Building the next generation of workers:** Kickstart can help fill new vacancies or replacement jobs with people at the start of their careers.
- **Wage support:** the initiative provides a meaningful financial contribution to employment costs.
- **Enabling insight into your workforce:** participation gives you enough time to see how the Kickstart employee could fit into your workforce.

As well as the wage support, employers receive £1,500 per placement to pay for supporting the young person, including personal development and employability skills.

#### **Additional information and resources about Kickstart**

- You can apply directly to the [Kickstart Scheme](#) yourself or you can apply through an intermediary (called a 'gateway' provider) if you prefer. You can apply for a single placement or as many as you like – there are no limits on numbers.

More information on building essential skills through the Kickstart Scheme is available on the [Skills Builder website](#).

### **Devolved nations**

The Kickstart Scheme is open to employers in Scotland and Wales.

Scotland has the [Young Person's Guarantee](#), which connects 16–24-year-olds to the opportunity of a job, placement, training or volunteering. It includes financial support to employ and train young people.

Scotland's [Developing the Young Workforce](#) regional groups can also help employers who want to employ young people.

Wales has also recently announced the development of a [Young Person's Guarantee](#).

Northern Ireland has its own version of the Kickstart Scheme, called [JobStart](#).

## 4 Other programmes

Apart from the main programmes explained above, other options are available to support youth employment and workforce training.

### Skills Bootcamps

Skills Bootcamps are flexible, free courses lasting 12–16 weeks. They are aimed at adults aged 19 and over who are either in work or who are recently unemployed. They are designed by employers, colleges and local authorities to provide sector-specific skills and a fast track to interviews with local employers.

Skills Bootcamps are available in specific areas of England and cover six sectors:

- Software development
- Digital marketing
- Data analytics
- Welding
- Engineering
- Construction

### Free Level 3 qualifications for adults

These are courses for adults aged 19 and over who want to achieve a qualification equivalent to an advanced technical certificate or diploma, or A Levels. The qualifications have been chosen to address skills needs in the economy and help people improve their job prospects. Qualifications cover 19 different sectors. Courses vary in length and are delivered by colleges and training providers.

The free Level 3 qualifications for adults and Skills Bootcamps are part of the Lifetime Skills Guarantee, paid for through the National Skills Fund.

### Sector-based work academies

These are short placements with employers (up to six weeks) for people aged 18 and above who are receiving unemployment benefits. They are designed to help people prepare for work. Placements include pre-employment training, work experience and a job interview. Training is provided by a college or training provider.

### CIPD Mentoring Programme

The CIPD Mentoring Programme is a member-to-member scheme. CIPD members complete a profile form which goes to the mentoring lead in their local branch. Alternatively, members can join a virtual scheme if there is no local branch. Details are provided about induction events and networking evenings. Mentees select their mentors and are given a range of support, including face-to-face or virtual meetings, videos, workbooks and webinars.

Steps Ahead Mentoring is a national programme supporting young people aged 18–24 to be in a better position to find work in any sector through free one-to-one mentoring support from CIPD members.

The CIPD recruits for the Enterprise Adviser network (run by the Careers and Enterprise Company), who are professionals from any industry, including HR, who volunteer to work directly with a school or college to develop a strong careers programme and help create opportunities for young people by creating links with local employers.



## 5 Further resources

- CIPD. *Apprenticeships and investment in training: viewpoint*. London: Chartered Institute of Personnel and Development.
- CIPD. (2020) *Making apprenticeships future-fit*. London: Chartered Institute of Personnel and Development.
- CIPD. (2021) *Coronavirus (COVID-19): guide to providing virtual work experience placements*. London: Chartered Institute of Personnel and Development.
- CIPD. (2018) *Reforming technical information: employers' views of T Levels*. London: Chartered Institute of Personnel and Development.
- CIPD. (2020) *COVID-19 and the youth labour market*. London: Chartered Institute of Personnel and Development.
- The Skills Builder Partnership. (2020) *An employer's guide to KickStart*
- SDN webinar recordings: [How can government initiatives support the short and long-term development of your workforce?](#)



# CIPD

Chartered Institute of Personnel and Development  
151 The Broadway London SW19 1JQ United Kingdom  
**T** +44 (0)20 8612 6200 **F** +44 (0)20 8612 6201  
**E** [cipd@cipd.co.uk](mailto:cipd@cipd.co.uk) **W** [cipd.co.uk](http://cipd.co.uk)

Incorporated by Royal Charter  
Registered as a charity in England and Wales (1079797)  
Scotland (SC045154) and Ireland (20100827)

Issued: August 2021 Reference: 8164 © CIPD 2021