

CIPD

*Championing better
work and working lives*



Our gender pay gap report

November 2021

Our gender pay gap report 2021-22

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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 160,000 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.

Foreword

Reflections from Georgina Powell, Head of People, and Valerie Hughes-D'Aeth, Chair of the Board

Gender pay gap reporting in the UK is now in its fifth year. This report covers the 2021-22 reporting cycle, using a snapshot date of 5 April 2021. Following the decision by the Government Equalities Office to suspend compulsory reporting for 2019-20, it was reintroduced for 2020-21 with an extended deadline. We continued to publish our report throughout the pandemic and have actively encouraged all eligible employers to do so too. We also choose to report our ethnicity pay gap data, publishing both reports at the same time as our annual report in November each year.

The disruption and uncertainty employers have dealt with during the pandemic is expected to impact female employees disproportionately. Women are more likely to be employed in less secure jobs, and in sectors that have been hardest hit. And we know that, typically, women have had to rebalance their work to shoulder even greater responsibilities within their families and communities.

Having seen our median gender pay gap narrow during the first three years of compulsory reporting, in 2020 our gap increased to 15.2%, close to the UK average of 15.5%. In 2021 our gender pay gap, at the statutory snapshot date, widened further to 22.3%.

The widening of our reported pay gap is not unexpected. As a medium-sized organisation with a predominantly female workforce, we know that small changes in our staff profile can have a significant impact. This shows in the way our median pay gap fluctuates throughout the year. However, our mean gender pay gap has remained relatively stable over the last five years. Gender pay gap reporting is doing its job. We have a clearer understanding of the changes that drive our figures and the actions we can take to work towards closing our pay gaps, year by year.

In reporting our gender pay gap data, we choose to go behind the figures. We do this because we are committed to fostering inclusion, fairness and flexibility within the CIPD and we want to understand how our culture and actions help us close the gap. We also do it to support other employers and our professional community in their endeavours to champion good work and fair pay.



Declaration

I confirm that our data has been calculated according to the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Georgina Powell
Head of People, CIPD



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Valerie Hughes-D'Aeth
Chair of the Board, CIPD



Reporting gender pay gaps – an overview

Equality, talent and growth – closing the gaps

In the UK, public, private and voluntary sector organisations with 250 or more employees are required to report on their gender pay gaps annually. The reports show the difference between the average earnings of men and women, expressed relative to men's earnings. If an organisation reports a gender pay gap, it does not mean women are paid less than men for doing the same job, but it does show that, on average, men occupy higher-paying roles than women.

Employers must report six different measures, based on a snapshot of pay data on a date set out by the Government Equalities Office:

- **median gender pay gap** – the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **mean gender pay gap** – the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees
- **median bonus gap** – the difference between the median bonus pay paid to male relevant employees and that paid to female relevant employees
- **mean bonus gap** – the difference between the mean bonus pay paid to male relevant employees and that paid to female relevant employees
- **bonus proportions** – the proportions of male and female relevant employees who were paid bonus pay during the relevant period
- **quartile pay bands** – the proportions of male and female full-pay relevant employees in the lower, lower-middle, upper-middle and upper quartile pay bands.

Headlines about the gender pay gap tend to focus on the median figure, which ignores extremes and is therefore thought to be the most representative measure. It is, however, important to report all of these measures. Each one tells you something different about the underlying causes of the gender pay gap and each one can mask issues that another may highlight.

If there is a big difference between an organisation's mean and median pay gap, this indicates that the dataset is skewed – either by the presence of very low earners (making the mean lower than the median), or by a group of very high earners (making the mean bigger than the median).

Taking a 'snapshot' of this data on a set date, as required by regulation, creates a level playing field for all reporting organisations. However, it masks the fluidity of gender pay gaps, which can fluctuate from month to month and across pay quartiles depending on changes to headcount.

The CIPD's gender pay gap data

Keeping track of our business decisions and their impact

The factors affecting our 2021 gender pay gaps

The CIPD has clear, externally benchmarked salary ranges in place for all job roles. This ensures that everyone is paid fairly for undertaking the same or a similar role. The gender pay gap looks at the distribution of men and women across all job levels of the organisation, and how this translates into the average salary and bonus payments made as a result.

Specialist skillsets command very different salaries, so the potential for significant differences in salary is much higher. And, in an organisation of two-thirds women and one-third men, relatively small changes in the distribution of men across the different pay quartiles in the organisation can have a significant impact on our gender pay gap.

In the last year we have continued to progress our digital transformation programme and we have therefore focused much of our recruitment effort on bringing in highly skilled roles, predominantly in our Digital and Technology Team. This has led to the introduction of more senior professional and managerial roles in our upper-middle quartile, which have been filled by a higher proportion of men than women, which is still representative of the technical sector as a whole.

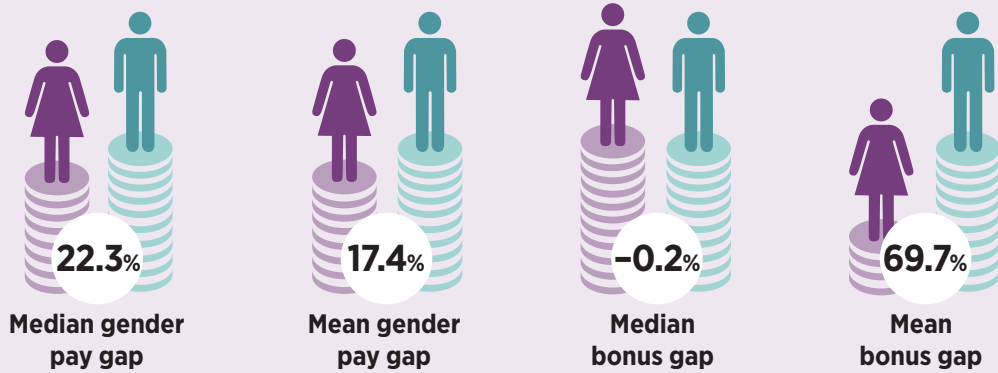
We also added two new directors, both male. This shifted the gender balance of our senior leadership team, at the time of reporting, to three women and five men, one of whom is our chief executive. The addition of men into higher-paying roles in the middle-upper and upper quartiles widens the pay gap.

Our gender balance is not consistent across the quartiles. It shifts from a majority female demographic in the junior and middle levels to a more balanced demographic at the more senior levels. We want to continue to support the progression of women into a greater proportion of the higher-paying roles, but we don't expect to significantly shift the overall proportion of women to men across the organisation.

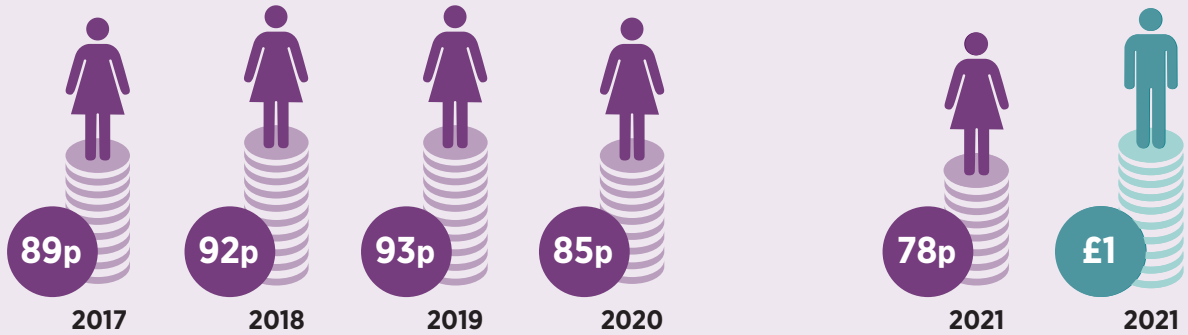
Along with new joiners and a low voluntary attrition rate of 9.8% averaged across the year, these are the key reasons why we have seen the pay gap widen. We are proud of the opportunities we give to women across the organisation, the flexible working cultures we have always supported and our focus on inclusion and fairness. But the demographics and nature of our organisation will remain as factors in our ability to significantly close the median and mean pay gaps in the future.

We are also working on areas of policy and practice, such as maternity and paternity leave, that are focused on enabling new parents to take equal responsibility for childcare commitments. It will take time, but this will help address the current imbalance that occurs when more women than men work flexibly to fulfil family responsibilities. We are proud that many of our senior roles are already carried out on a flexible basis. We're working hard to ensure our practices encourage everyone to have the option to work flexibly, in a way that suits them, so they can deliver their best work.

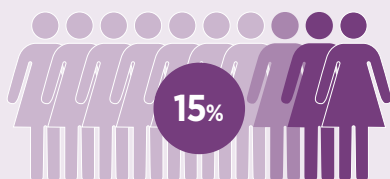
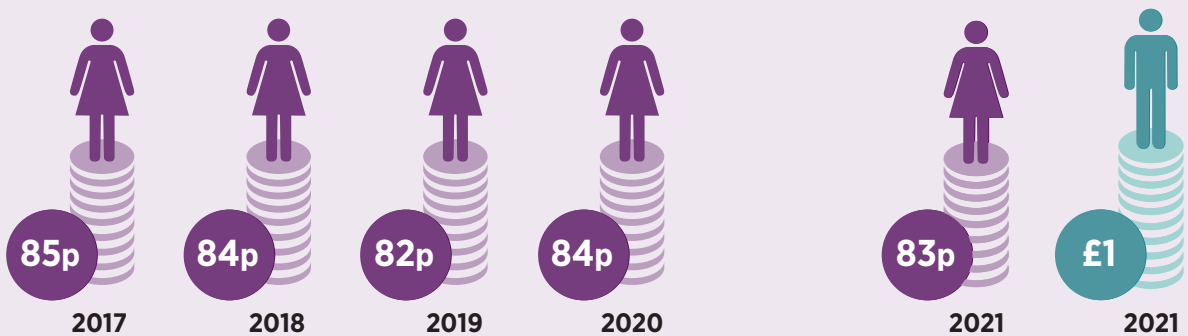
Our 2021 data at a glance



When comparing average hourly wages (median), women receive 78p for every £1 that men receive.



When comparing average hourly wages (mean), women receive 83p for every £1 that men receive.



Women received a bonus



Men received a bonus

Looking behind the headline figures

Understanding our gaps, refining our actions

Our workforce, pay bands and pay quartiles

Our workforce

The CIPD's gender pay gap data was collected on the snapshot date of 5 April 2021. At this time there were 346 people within our UK workforce: 234 women (68%) and 112 men (32%).

Our pay bands

Band four covers jobs with high levels of accountability. These roles lead business units or departments or require significant expertise or experience. They report to a member of the senior leadership team (SLT).

Band three covers jobs at management or experienced professional level. This band will also include department managers and advisers. Some band three roles may report into a member of the SLT.

Band two includes jobs at a professional level, normally requiring a professional qualification. This band will include officer and supervisor roles.

Band one includes a range of administrative roles, secretarial and PA roles and co-ordinators. These roles may require education from GCSE level up to degree level. Around a third of jobs at the CIPD fall into this band.

Our pay quartiles

Each pay quartile represents a quarter, or 25%, of our total workforce ranked by pay.

	NUMBERS		PERCENTAGES	
	Men	Women	Men	Women
Upper quartile	37	49	43.0	57.0
Upper-middle quartile	29	58	33.3	66.7
Lower-middle quartile	21	65	24.4	75.6
Lower quartile	25	62	28.7	71.3

Note: Data for all years are shown in Appendix A.

Our median gender pay gap

We rank all our people by their hourly pay. Then we compare what the woman in the middle of the female pay range received with what the man in the middle of the male pay range received. The difference between these figures is the median gender pay gap.

This year the woman in the middle of the female pay range received 22.3% less than the man in the middle of the male pay range. This median gap means that for every £1 a man receives, a woman receives 78p.

The difference in our median pay for men and women

	Men (£)	Women (£)	Pay gap
Median hourly pay	25.89	20.12	22.3%
Median annual salary	47,119.80	36,618.40	

In 2021, our median gender pay gap widened by 7.1 percentage points compared with 2020.

Our overall median gender pay gap had been gradually narrowing during the first three years of statutory reporting. It has widened by 7-8 percentage points year-on-year since 2019. This is because the proportion of women in the lower and middle quartiles has remained consistently greater than those in the upper quartile. Salary ranges in the upper quartile are much broader than in other quartiles, because of the more specialised roles at these levels, and this contributes significantly to our median pay gap.

NOTE: Median pay gaps, by year and by quartile, are shown in Appendix B.



Our mean gender pay gap

We add together all the hourly pay rates that women receive, divided by the number of women in our workforce. We then repeat this calculation for men. The difference between these figures is the mean gender pay gap.

This year the average pay for women was 17.4% less per hour than the average pay for men. This mean gap means that for every £1 a man receives, a woman receives 83p.

The difference in our mean pay for men and women

	Men (£)	Women (£)	Pay gap (%)
Mean hourly pay	28.11	23.22	17.4
Mean annual salary	51,160.20	42,260.40	

Our overall mean pay gap has remained relatively steady over the past five years with a year-on-year increase of around 1 percentage point. It is the upper pay quartile that contributes most significantly to our mean pay gap.

Like many organisations of our size, our chief executive’s salary has a significant impact on our mean gender pay gap. If we were to exclude the chief executive (a man) from the data, the overall mean gender pay gap would fall from 17.4% to 14.2%.

NOTE: Mean pay gaps, by year and by quartile, are shown in Appendix C.



Comparing median and mean gender pay gaps

The median is used extensively as a headline measure by pay researchers because it is less swayed by extreme values, particularly the small number of people on high salaries. However, this is something we are interested in, given that women's responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

The mean is useful because it does capture the effect of a small number of high earners.

The difference between an organisation's mean and median pay gap can provide valuable insight. The presence of very low earners can make the mean lower than the median. A group of very high earners can make the mean bigger than the median.

These differences help us understand how our business and people decisions have led to fluctuations in our median gender pay gap since 2017, while our mean pay gap has remained relatively steady.

Our median and mean gender pay gaps since statutory reporting began

	2017	2018	2019	2020	2021	Percentage point change 2020-21
Median gender pay gap by hourly rate	10.8	7.6	6.8	15.2	22.3	+7.1
Mean gender pay gap by hourly rate	14.9	15.7	17.7	16.5	17.4	+0.9

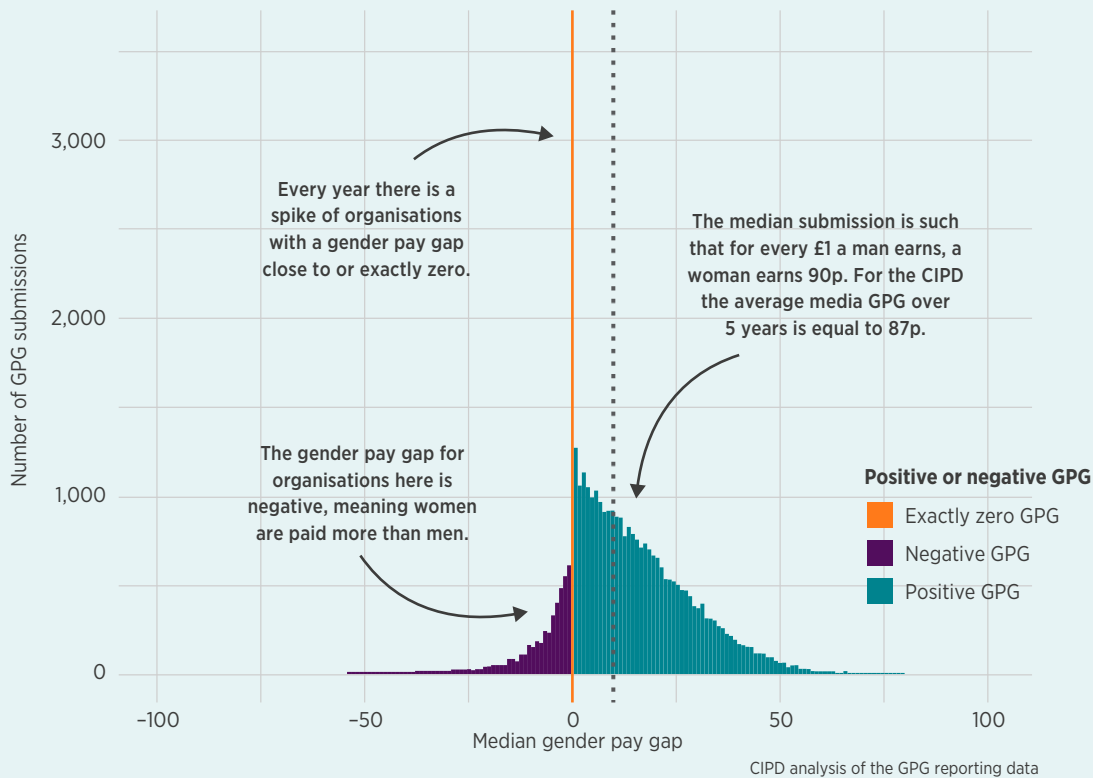
Comparing with other organisations

Since statutory reporting started in 2017-18, over 35,000 organisations have submitted their gender pay gap data.

The CIPD's five-year-average pay gap is slightly wider than the median submission – the median gender pay gap for the organisation in the middle of all the submissions to date.

The median submission has a gender pay gap of 10%, which means for every £1 a man receives, a woman receives 90p. The CIPD's five-year-average pay gap is 13%, which means for every £1 a man receives, a woman receives 87p.

The distribution of all gender pay gap submissions since statutory reporting began

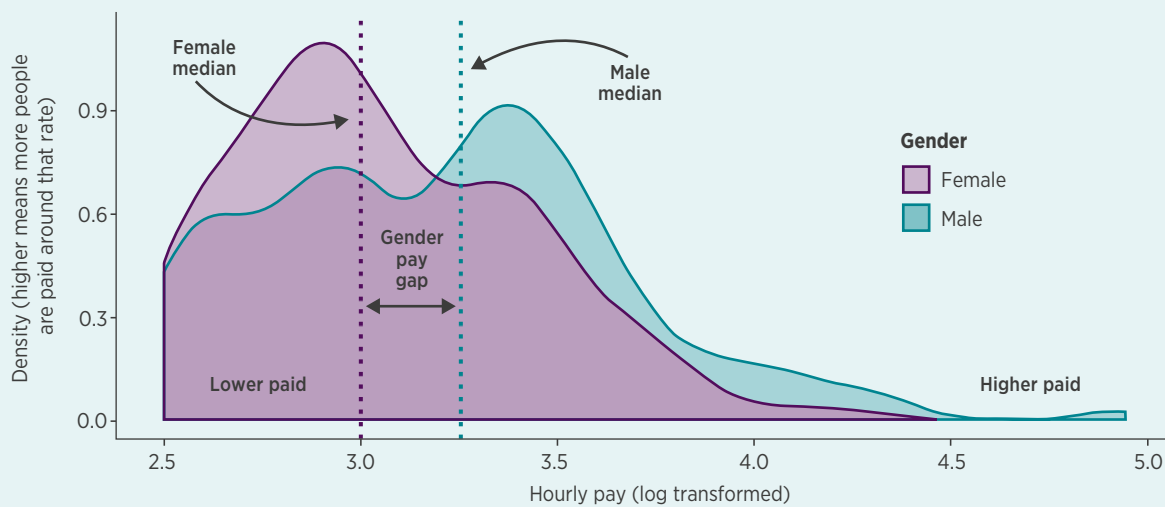


Taking account of how pay is distributed

The headline median pay gap is a relatively abstract concept that helps us make comparisons across organisations. It takes the distribution of hourly pay for a group of people and reduces it to one number – the median. The difference between the median value for two groups – men and women – is the gender pay gap, usually expressed as a percentage of male hourly pay.

This measure of centredness tells us something useful about the average pay of men and women. But it tells us little about the distribution of pay across an organisation. And distribution is important, because it helps us understand more about the cause of a pay gap.

The distribution of our men and women by their hourly pay



Within the CIPD, as in many organisations, a much higher proportion of women are clustered at the lower end of the distribution in lower-paid roles. Men are more evenly spread and are more likely to occupy more senior roles.

Nearly 62% of our women occupy roles in bands one and two, while our men are more evenly distributed across all four bands. This distribution impacts our median pay gap – the difference between the earnings of the woman in the middle of the female pay range and the man in the middle of the male pay range.

The clustering of female and male groups across the distribution also affects our mean pay gap.

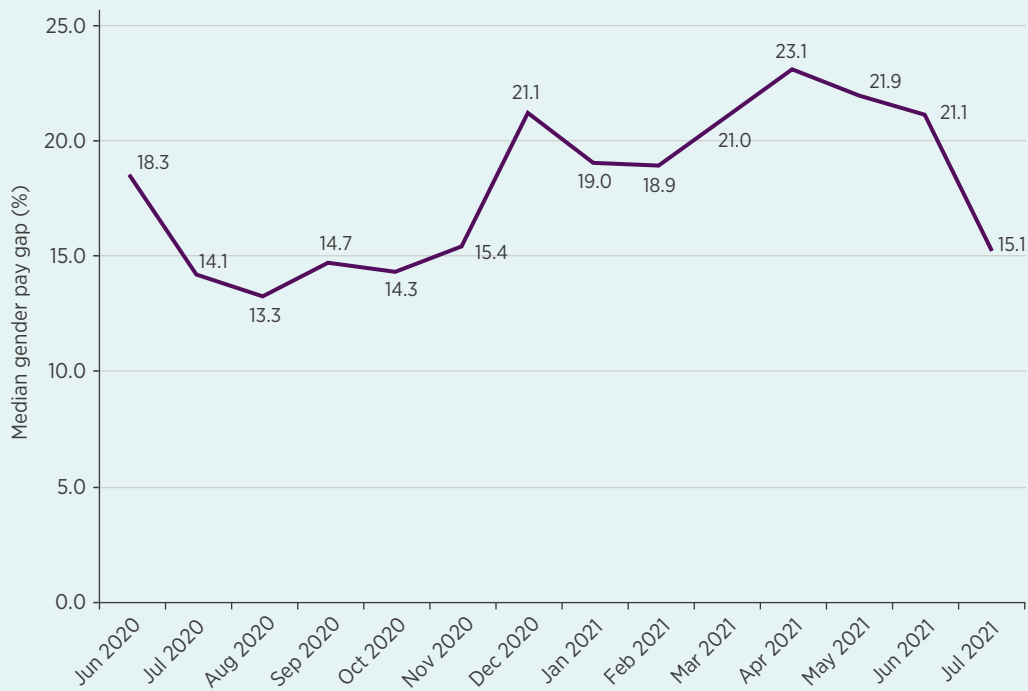
Understanding the distribution of women and men across our organisation is important in identifying the actions we can take to close our gender pay gap.

Taking account of how pay changes during a year

The statutory requirement is that we report a snapshot on 5 April 2021, but this provides us with a relatively arbitrary headline gender pay gap figure. We need to be cautious in using this to interpret our progress – or lack of it – in closing our gender pay gap.

Within the space of one year, month by month, the CIPD’s gender pay gap has gone from a low of 13.3% in August 2020 to a high of 23.1% in April 2021, close to the set reporting date.

Our median gender pay gap this year – month by month



Taking account of staff changes during a year

The major factor that impacts fluctuations in our gender pay gap, month by month, is changes in the people who work with us. In a small organisation like the CIPD, changes in recruitment and attrition can have a significant impact on our figures.

The gender pay gap between the men and women joining us was wider (9%) than the gap between the men and women leaving us (6%). This is because we lost more highly paid women than we recruited, and we recruited more highly paid men than we lost, influenced significantly by our growth of our digital and technology teams. This left us with a higher proportion of women in lower-paid roles.

The median and mean earnings of our joiners and leavers this year

	Number of roles	Median hourly salary (£)	Mean hourly salary (£)
Female leavers	40	21.98	21.99
Male leavers	17	23.61	24.44
Female joiners	36	25.00	23.77
Male joiners	34	27.48	29.19



Our bonus pay gap

The bonus gap is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards) paid to male employees and that paid to female employees. Only relevant employees who received a bonus are included in the calculation. On this basis, our bonus pay gaps this year are based on 18 men and 35 women.

The percentages of our men and women who received a bonus

	2017	2018	2019	2020	2021
Men	85	21	25	26	16
Women	85	24	21	24	15

Changes in our median and mean bonus gaps since statutory reporting began (%)

	2017	2018	2019	2020	2021	Percentage point change 2020-21
Median bonus gap	26.8	2.5	-0.3	24.6	-0.2	-24.8
Mean bonus gap	25.7	29.3	-29.4	53.0	69.7	16.7

Our median bonus pay gap widened this year while our mean bonus pay gap narrowed. The differences are due to changes in our bonus structure introduced in recent years.

In 2017, the CIPD took the decision to remove annual bonuses linked to individual and organisational performance. This means that larger performance-related bonus payments are no longer made to the majority of our people. We continue to award some small one-off payments that recognise specific contributions. This year these include ad hoc payments made through our 'Star Award' scheme in recognition of exceptional performance: 33 women and 13 men received one or more awards.

In 2019 we introduced a new commission scheme to support our sales team's ambitious business-to-business growth targets and remunerate roles in line with the external market. This is a predominantly male team, with men occupying most of the senior roles. As those at more senior levels have higher sales targets, they therefore have the opportunity to earn higher commission payments.

This year more women received higher payments, hence the negative median bonus gap.

Closing our gender pay gap

Maintaining our long-term commitment

Maintaining commitment to reducing pay gaps is critical if organisations are to achieve the growth, productivity and skill advantages that come from greater inclusion and equal progression.

There are many reasons why more men than women tend to occupy the highest-paid roles in our organisations. As COVID-19 has impacted health, wellbeing and education across families and communities, we've seen how the challenge of caring for others while fulfilling a job still falls predominantly to women. Achieving and sustaining greater balance in the distribution of women and men across our organisations will take time.

Closing the pay gap is not a quick and easy fix. It requires a meaningful and consistent shift in cultural norms. Our own data shows how relatively minor changes in staff, especially in higher-paid roles, can cause big changes in our headline median gender pay gap year by year.

Employers have a responsibility – to their businesses, their people and society – to keep driving the changes we need to see. Our purpose of championing better work and working lives means we take seriously our responsibility to lead by example. We do this by continuing to report our gender and ethnicity pay gap data and by going behind the headline figures to share our own challenges as we work to close the gaps.

We act on our commitment to greater inclusion, fairness and flexibility in a number of ways.

Flexible working

In February 2021, we launched the #FlexFrom1st campaign, stating our long-held position that the request for flexible working should be a right from day one rather than after 26 weeks of service. We have followed this policy within the CIPD for many years – work is what we do, not where it is done.

Enabled by evolving technology, innovative workspaces and new ways of working, we are empowering our own people to work however and wherever is most effective for the business, their team and their own productivity.

While most of our part-time roles are still in the lower pay quartiles, some of our most senior people work on a flexible basis. We proactively highlight this in internal communications, so that people can see that flexible working is a viable option as they progress through all levels in the CIPD.



Pay transparency

We pay above the voluntary 'Real' Living Wage and benchmark all salaries externally to ensure our compensation is fair, competitive and reflects our charitable status. We follow the principle of fair pay, so the salaries our people receive are fair for the job they do and in line with the external job market.

We continue to review and manage the span of our pay grades to provide greater equality for people undertaking the same or similar roles at the same level. This year we further reduced the salary differential for people within the same job level so that each range does not vary by more than 10%. By tracking our pay data monthly and conducting a full analysis mid-year, we're building a better understanding of what drives our gender pay gaps and what we can do to close them.

This year, with the appointment of our first head of inclusion and diversity, we're asking our people managers to focus at least one of their objectives on inclusion and diversity.

Recruitment and retention

We continue to review our talent attraction approach, auditing and implementing job-specific selection criteria to ensure fairness and inclusivity. We advertise job roles with transparent pay ranges and an openness to flexible working arrangements. When we engage search firms, for example in the recruitment of senior roles, we request that their search methodologies reach diverse candidates. And we are expanding the diversity of our recruitment and L&D supplier network. Where we observe imbalances in the diversity of specific areas of our business, we explore the potential causes to remove any possible barriers to entry and progression. Our aim is to achieve greater diversity throughout the CIPD.

We encourage everyone to use Voice, our employee engagement survey, so we can hear the views of all our people. This generates real-time data on key people issues, reporting monthly metrics and quarterly scores. And, building on our staff investment in recent years, we're progressing against our internal inclusion and diversity action plan, and we've launched our inclusion series on our learning platform.

The pandemic has given us the opportunity to role-model truly flexible and hybrid ways of working. Our approach is helping us to attract and retain talented people who are committed to our purpose.

Parental leave

We know that gender pay gaps are negatively impacted by the imbalance that occurs when women, more than men, work flexibly to fulfil family responsibilities. Our recent policy changes, for example enhancing our paternity leave and pay provision significantly to 13 weeks in the UK, are focused on enabling new parents to take equal responsibility for childcare commitments.

Board oversight

The board delegates responsibility for the CIPD's I&D initiatives to the chief executive and senior leadership team. In addition, the People, Culture and Remuneration Committee monitors the progress of our actions on I&D and the gender pay gap.

Conclusions from our chief executive

Leading by example and calling for change

Achieving pay parity is difficult for most organisations. It challenges structures, cultures and practices that have evolved over many years. Helping businesses work towards it is part of our purpose. We are determined to remain a leading organisation in embracing inclusion and fairness in all that we do. And we have a responsibility to support employers – and our community of professionals – to secure the growth, productivity and talent that pay transparency helps to deliver.

This year the pandemic placed the issue of flexible working centre stage. We launched our national, long-term #FlexFrom1st campaign, calling for requests for flexible working to be a right from day one rather than after 26 weeks of service. We listened when our own people told us about the level of flexibility they wanted to retain, post-pandemic. And we grasped the opportunity to role-model truly flexible and hybrid ways of working, at all levels in our organisation.

The people profession plays a central role in raising employers' awareness of inclusion and diversity at work. We continue to strengthen these areas in our Profession Map, the CIPD's international benchmark, and share our research and guidance on issues around race, gender, age, sexuality, disability and wellbeing through our websites and learning programmes.

Statutory pay gap reporting generates pay transparency for organisations and their people. Because we choose to explore, and report, more than the required headline figures, the process helps us understand the impact of our business decisions. Our demographic data shows our people are 68% women and 32% men. Combined with a greater proportion of women in lower-level roles, this means that relatively small changes in staff can cause big changes in our gender pay gap. This year we've seen the impact from our recruitment of two male directors and senior roles into our Digital and Technology Team.

We've made positive progress against our action plan. Our new head of inclusion and diversity is helping us develop a deeper understanding and clearer focus on the way we work. Our employee resource groups have been revitalised, each with senior leader sponsorship and allocated budget, to boost their valuable work in raising awareness and removing practical barriers to opportunity and progression.

I am proud of our diverse workforce within the CIPD. And I am proud that we continued to report our gender pay gap data during the pandemic and encouraged other employers to do the same, even when compulsory reporting was suspended.

Our purpose is to champion better work and working lives. We know that work can, and should, be a force for good that benefits everyone in society. Building and maintaining inclusive and diverse workplaces is fundamental to achieving that vision. We will continue to report and address our own pay gaps, guide other businesses to do the same, and challenge policies, cultures and practices that prevent people from bringing their best selves to work.

Peter Cheese
Chief Executive, CIPD



Appendices

Appendix A

The numbers and percentages of our people by year and by quartile

The proportion of women in the lower and middle quartiles has remained consistently greater than those in the upper quartile.

		NUMBERS		PERCENTAGES	
		Men	Women	Men	Women
Upper quartile	2021	37	49	43	57
	2020	32	51	39	61
	2019	35	46	43	57
	2018	33	41	45	55
	2017	34	50	41	59
Upper-middle quartile	2021	29	58	33	67
	2020	20	63	24	76
	2019	18	63	22	78
	2018	19	55	26	74
	2017	23	61	27	73
Lower-middle quartile	2021	21	65	24	76
	2020	20	63	24	76
	2019	21	60	26	74
	2018	23	51	31	69
	2017	23	61	27	73
Lower quartile	2021	25	62	29	71
	2020	22	62	26	74
	2019	24	58	29	71
	2018	19	55	26	74
	2017	24	60	29	71

Appendix B

Our median gender pay gaps by year and by quartile

Our median gender pay gaps are widest in the upper-middle and upper pay quartiles.

		HOURLY EARNINGS		
		Men (£)	Women (£)	Pay gap (%)
Upper quartile	2021	37.09	35.16	5.19
	2020	35.72	34.31	3.93
	2019	35.01	33.05	5.60
	2018	34.22	33.63	1.75
	2017	41.40	31.75	23.30
Upper-middle quartile	2021	26.37	24.51	7.05
	2020	25.89	23.08	10.88
	2019	24.73	24.73	0.00
	2018	23.63	23.34	1.16
	2017	22.42	21.32	4.90
Lower-middle quartile	2021	19.23	18.41	4.26
	2020	18.06	17.70	1.97
	2019	18.13	17.51	3.44
	2018	17.06	17.89	-4.87
	2017	16.73	16.94	-1.26
Lower quartile	2021	13.25	14.39	-6.99
	2020	13.02	13.32	-2.31
	2019	13.16	12.97	1.45
	2018	12.97	12.91	0.44
	2017	12.68	12.78	-0.80



Appendix C

Our mean gender pay gaps by year and by quartile

The upper pay quartile contributes most significantly to our mean gender pay gap.

		HOURLY EARNINGS		
		Men (£)	Women (£)	Pay gap (%)
Upper quartile	2021	44.38	38.38	13.52
	2020	42.74	37.26	12.81
	2019	43.25	38.03	12.06
	2018	42.91	39.05	9.00
	2017	43.25	38.40	11.20
Upper-middle quartile	2021	26.21	25.19	3.88
	2020	25.33	24.08	4.93
	2019	24.19	24.37	-0.76
	2018	23.67	23.62	0.25
	2017	22.88	22.20	3.01
Lower-middle quartile	2021	18.96	18.57	2.10
	2020	18.20	17.84	1.99
	2019	17.82	17.70	0.72
	2018	17.07	17.68	-3.57
	2017	16.56	16.95	-2.35
Lower quartile	2021	13.94	14.27	-2.39
	2020	13.46	13.60	-1.03
	2019	13.03	13.28	-1.97
	2018	13.06	13.20	-1.08
	2017	12.87	12.88	-0.09



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