



CIPD

Our UK
gender pay
gap report

January 2024

The CIPD UK gender pay gap report 2023

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Foreword

Reflections from Amanda Arrowsmith, People and Transformation Director, Bijal Majithia, Head of EDI, and Valerie Hughes-D'Aeth, Chair of the Board

Our purpose is to champion better work and working lives. We take this responsibility seriously and lead by example. One of the ways we do this is by reporting our gender and ethnicity pay gap data, publishing both reports at the same time as our annual report.

Gender pay gap reporting in the UK is now in its seventh year. The long-term trend, reported by the Office for National Statistics, shows that the median gender pay gap has narrowed by around a quarter among full-time employees over the last decade. However, it has continued to widen for part-time employees since 2015. And the gender pay gap remains wider for people aged over 40, reflecting a lower incidence of women moving into higher-paid managerial occupations.

Mandatory gender pay gap reporting is demonstrating some long-term impact on reducing gender pay disparities. It has also shone a spotlight on inequalities around ethnicity, disability and other personal and protected characteristics. The effective enforcement of compliance – currently non-existent – now needs to be put in place, alongside mandatory ethnicity pay gap reporting.

Reporting annually is an important way to track how recruitment, reward and progression decisions impact the achievement of a diverse, inclusive workforce. The gender pay gap is calculated by taking all employees across an organisation and comparing the average pay between men and women. Equal pay looks at the difference in men and women's pay for the same or similar work. It is possible to have a gender pay gap and to pay men and women fairly.

In reporting our gender pay gap data, we choose to go behind the headline figures. We do this because we are committed to fostering inclusion, equity, and equality 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 as they champion good work and fair pay.



Amanda Arrowsmith
People and Transformation Director, CIPD



Bijal Majithia
Head of Equality, Diversity and Inclusion, CIPD



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

Declaration

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



Reporting gender pay gaps – an overview

Equity, talent and growth – closing the gaps

In the UK, the government requires public, private and voluntary sector organisations with 250 or more employees 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. But it's 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's a big difference between an organisation's mean and median pay gap, this tells us 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 higher 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. But it masks the fluidity of gender pay gaps, which can fluctuate from month to month and across pay quartiles depending on changes to headcount.

Learn more at cipd.org/gender-pay-reporting-guide

Our UK gender pay gap data

Keeping track of our actions and their impact

The factors affecting our 2023 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 identifies 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 in a knowledge-based organisation like ours is high. And, with a workforce that's 70% women and 30% 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.

Recent factors

This report covers the 2023–24 reporting cycle, using a snapshot date of 5 April 2023. We choose to publish ahead of the reporting deadline of 4 April 2024 to coincide with our annual report.

This year our median gender pay gap narrowed by 1.7 percentage points to 12.0%. Our mean gender pay gap remained steady, widening only 0.4 percentage points to 12.8%.

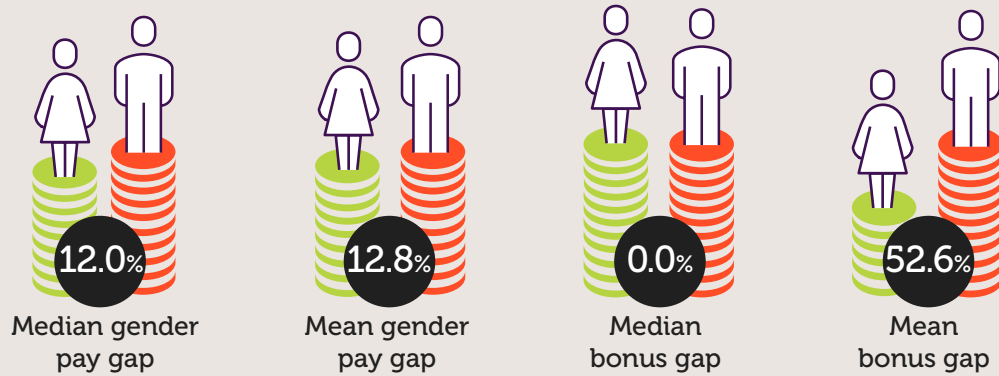
We see fluctuations in our median pay gap, month by month and year by year, because we are a medium-sized organisation with a predominantly female workforce. Small changes in our employee profile have a significant impact. For example, if just two men on above-median salary left the CIPD, our median gender pay gap would narrow to 3.5%. If two men on a lower salary left, this could widen our median gender pay gap by a further 2 percentage points.

Tracking our progress

In 2017, when mandatory gender pay gap reporting was introduced, our median gender pay gap was 11% and our mean gender pay gap was 15%. The fluctuations we've seen in the seven years since have taught us that any narrowing in our pay gaps may not necessarily be sustained. We maintain our focus on opportunity, inclusion and fairness, but the demographics will remain a factor in our ability to significantly close the median and mean pay gaps.

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. We are proud that many of our senior roles are already carried out on a flexible basis. And we continue to shape areas of policy and practice, such as maternity and paternity leave, that focus 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.

Our 2023 data at a glance



When comparing average hourly wages (median), women receive 88p for every £1 that men receive.



When comparing average hourly wages (mean), women receive 87p for every £1 that men receive.



Looking behind the headline figures

Understanding our gaps, reviewing our actions

Our workforce

We collected our gender pay gap data on the snapshot date of 5 April 2023.

At this time there were 391 people within our UK workforce. Of those, 275 (70%) were women and 116 (30%) were men.

Our pay quartiles

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

	Number		%	
	Men	Women	Men	Women
Upper quartile	37	60	38.1%	61.9%
Upper-middle quartile	27	71	27.6%	72.4%
Lower-middle quartile	21	77	21.4%	78.6%
Lower quartile	31	67	31.6%	68.4%

NOTE: Data for all years is shown in Appendix A.

Our median gender pay gap

To calculate our median gender pay gap, we first 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.

The difference in our median pay for women and men

	Men	Women	Pay gap
Median hourly pay	£24.96	£21.98	12.0%
Median annual salary	£45,427	£40,003	

This year the woman in the middle of the female pay range received 12.0% less than the man in the middle of the male pay range. This median pay gap means that for every £1 a man received, a woman received 88p.

Our overall median gender pay gap had been gradually narrowing during the first three years of statutory reporting. It then widened by around 7–8 percentage points year-on-year from 2019 to 2021, before narrowing again by around 8 percentage points in 2022.

It narrowed again this year by 1.7 percentage points due to the shift in the proportions of men and women in the highest and lowest pay quartiles.

Fluctuations in gender pay gap, by quartile and by year, are driven by changes in the people who work with us. We are confident we pay people fairly and equally in the same and similar roles, but in a small organisation like the CIPD, minor changes in our demographics and the levels and pay grades at which people operate have a significant impact on our figures.

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

Our mean gender pay gap

To calculate the mean pay gap, we add together all the hourly pay rates that women received, 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.

The difference in our mean pay for women and men

	Men	Women	Pay gap
Mean hourly pay	£29.01	£25.30	12.8%
Mean annual salary	£52,798	£46,046	

This year the average pay for women was 12.8% less per hour than the average pay for men. This mean gender pay gap means that for every £1 a man received, a woman received 87p.

Our overall mean pay gap fluctuated at around 15% for the first five years of reporting. It has remained steady this year, after a drop of 5 percentage points in 2022.

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 narrow from 12.8% to 9.5%.

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

Comparing median and mean gender pay gaps

The median is often used as a headline measure because it's less swayed by extreme values, particularly the small number of people on high salaries.

The mean is useful because it does capture the effect of a small number of high earners. This is something we're interested in, given that women's responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs.

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 smaller than the median. A group of very high earners can make the mean larger than the median.

Our median and mean gender pay gaps since statutory reporting began

	2017	2018	2019	2020	2021	2022	2023	percentage point change 2022-23
Median gender pay gap by hourly rate	10.8	7.6	6.8	15.2	22.3	13.7	12.0	-1.7%
Mean gender pay gap by hourly rate	14.9	15.7	17.7	16.5	17.4	12.4	12.8	0.4%

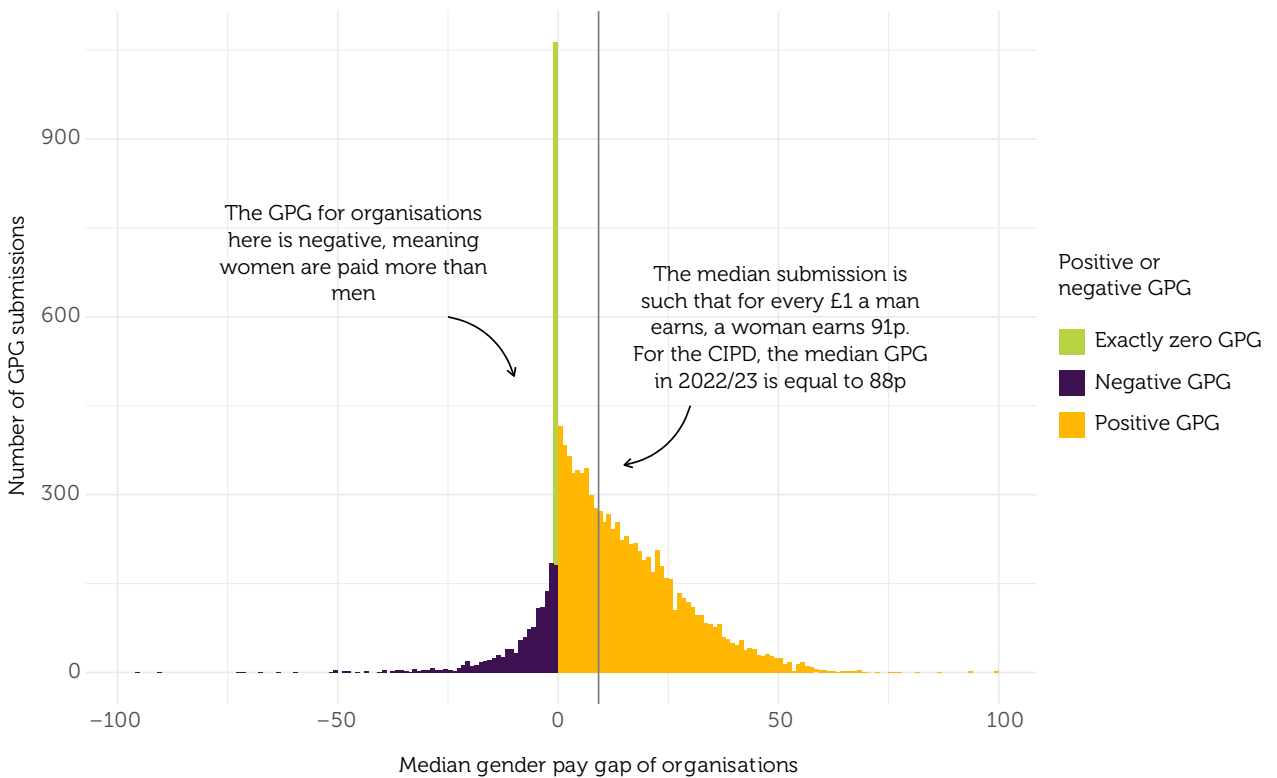
This year our median and mean pay gaps are similar, suggesting we don't have concentrated groups of extremely high or low earners. The difference between the two pay gap figures has narrowed compared with last year.

Comparing with other organisations

Because we report our gender pay gap data ahead of the statutory deadline, we can't compare the CIPD directly with other organisations reporting on the same period. Instead, we compare our current pay gap data with the previous year's submissions.

This year our pay gap data is compared with 10,816 organisations that had submitted their gender pay gap data during the reporting cycle 2022 to 2023.

The distribution of all gender pay gap (GPG) submissions during 2022-23



This year, our median gender pay gap was slightly wider than the median gender pay gap for the organisation in the middle of all the submissions during 2022–23.

The median of all 2022–23 submissions had a gender pay gap of 9%, which means for every £1 a man received, a woman received 91p.

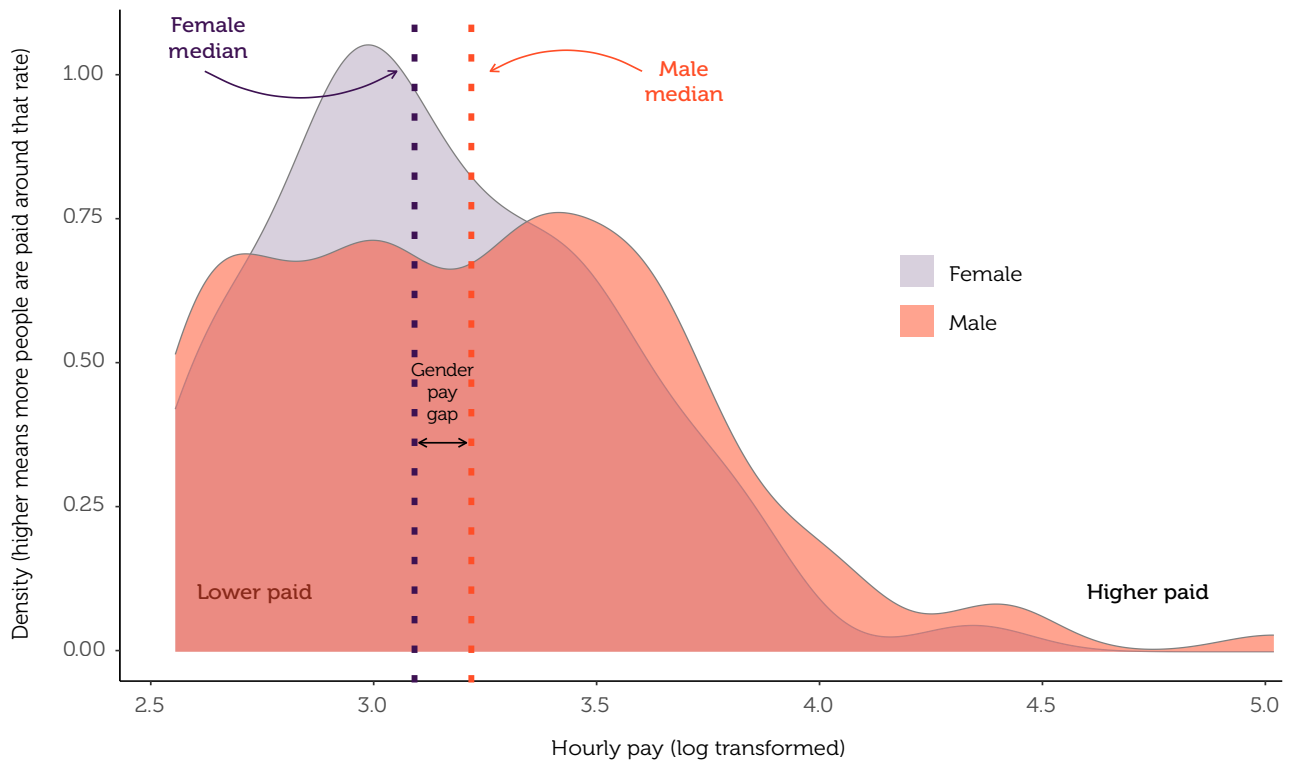
The CIPD's April 2023 pay gap was 12%. For every £1 a man received, a woman received 88p.

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



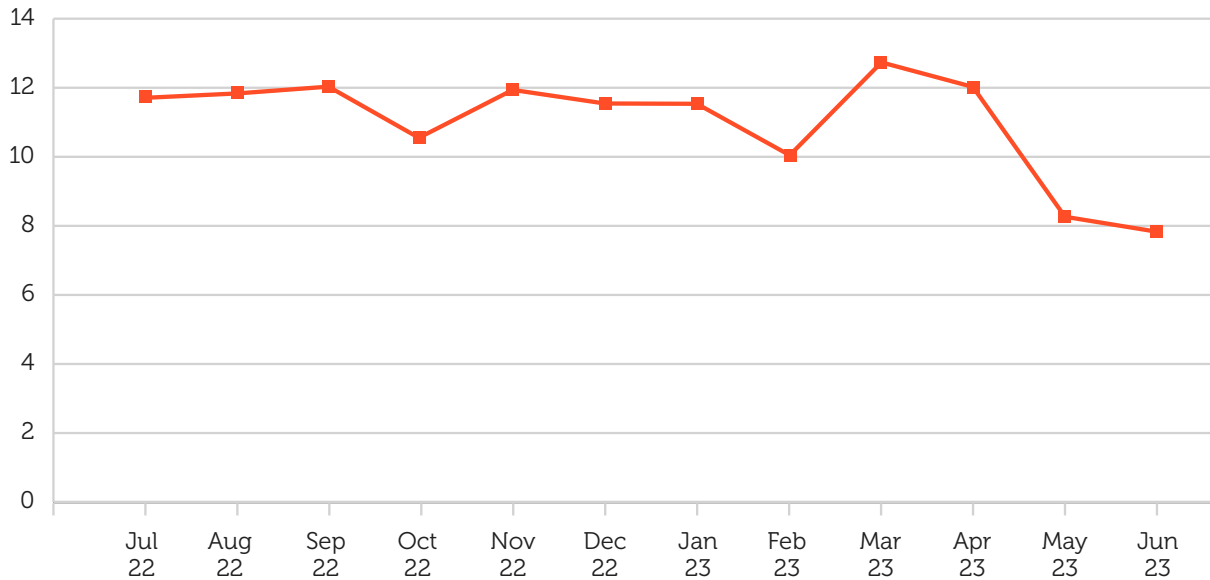
Within the CIPD, as in many organisations, a significantly higher proportion of women are clustered at the lower end of the distribution in lower-paid roles. Men are more evenly spread and are more likely than women to occupy more-senior roles.

The shift in the proportions of men and women in all but the upper quartile has resulted in a slightly more even distribution of both genders this year, especially of men.

Taking account of how pay changes during a year

The statutory requirement is that we report our pay gap data taken on the snapshot date of 5 April each year. Inevitably, this results in a relatively arbitrary headline gender pay gap figure. We are cautious in using this to interpret our progress in closing our gender pay gap.

Our median gender pay gap – month by month, throughout our last financial year (%)



Within the space of our last financial year, month by month, the CIPD's median gender pay gap has gone from a high of 12.8% in March 2023 to a low of 7.4% in June 2023.

Taking account of people 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, the numbers and levels of people joining and leaving us have a significant impact on our data.

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

	Number of roles	Median hourly salary	Median pay gap	Mean hourly salary	Mean pay gap
Female leavers	38	£21.68	-10.5%	£25.05	-15.9%
Male leavers	26	£19.62		£21.62	
Female joiners	65	£20.88	-1.3%	£23.20	-6.9%
Male joiners	24	£20.60		£21.70	

The median pay gap between the men and women joining us was narrower (-1.3%) than the gap between the men and women leaving us (-10.5%). Both pay gaps were negative. This is because, on average, women joiners and leavers were paid more than men joiners and leavers. There was less difference in pay across the people we recruited than across those leaving us.

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 those paid to female employees. Only relevant employees who received a bonus are included in the calculation.

We no longer have an organisation-wide bonus scheme. However, this year we offered a one-off cost-of-living payment, which is classed as a bonus. On this basis, our bonus pay gaps this year are based on 57 men and 140 women.

In addition, our people in sales roles or responsible for income targets received bonus payments as part of their compensation package. This group included 12 men and nine women.

The percentages of our men and women who received a bonus

	2017	2018	2019	2020	2021	2022	2023
Men	85%	21%	25%	26%	16%	79%	49%
Women	85%	24%	21%	24%	15%	80%	51%

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

	2017	2018	2019	2020	2021	2022	2023	percentage point change 2022–23
Median bonus gap	26.8%	2.5%	-0.3%	24.6%	-0.2%	0.0%	0.0%	0.0%
Mean bonus gap	25.7%	29.3%	-29.4%	53.0%	69.7%	29.4%	52.6%	23.2%

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. At the same time, we continued to phase out our organisation-wide performance-related bonus scheme. The average sales commission payment became far larger than any other type of payment included in bonus pay reporting. And the number of people eligible for a bonus became smaller.

Our overall median bonus gap, including the one-off cost-of-living payment, remained steady this year. Our mean bonus gap increased because proportionately more men in the sales role received a bonus. Our sales team is predominantly male, with men occupying most of the senior roles. Those at more senior levels have higher targets and therefore the opportunity to earn higher commission payments.

When we consider bonus payments made without the one-off cost-of-living payment, our median gender bonus gap was 94.6% and our mean gender bonus gap was 74.9%.

Addressing our gender pay differences

Maintaining our long-term commitment

Our purpose is to champion better work and working lives for all. First and foremost, we have a responsibility to our own people. We want their experience of the CIPD to be inclusive and inspirational. We also want to differentiate ourselves, so we can continue to be an employer that attracts and retains people who want to get behind our purpose and make it their own.

Our employee research this year has sharpened our insight into why people want to join us. It's also helped us identify areas where we need to improve. This means we've been able to take action on our commitment to equality, diversity and inclusion (EDI) in ways that boost our value, as an employer, to our people.

A compelling purpose that makes a difference

Our purpose and strategy set out our clear vision, principles and actions towards achieving our EDI commitments. Our board monitors the progress and impact of our actions, including our pay gaps, through its People, Culture and Remuneration Committee. This year the committee recommended that trustee Noel Tagoe take up the board champion role for equality, diversity and inclusion.

Our chief executive and senior leadership team are openly committed to our EDI agenda and take responsibility for its initiatives. They are visibly and actively engaged in listening to our people and our wider communities.

While there is a distinct role for senior leadership in the delivery of our EDI actions, we are shaping a culture in which every employee has a voice that is heard, is encouraged to influence change, and is given the tools and knowledge to help them lead on EDI. We are taking positive steps to improve the representation of diverse groups in our workforce and to ensure that barriers to progression for these groups are identified and removed.

“We are a global force for good and our people feel connected to our purpose of creating better work and working lives.” *

*Anonymous feedback on what employee representatives value about working for the CIPD

Flexibility, trust and autonomy

We know that our flexible working policy is boosting our productivity. It also supports our working mothers, who are often required to fulfil unpaid family responsibilities alongside their paid work. We can only shift the assumption that the demands of parenting and caring are ‘women’s work’ – and thereby make significant headway in narrowing our gender pay gap – when these responsibilities are equally men’s work.

We are creating a positive workplace culture that actively promotes shared parental leave and are seeing an increase in the take-up of paternity leave among our male employees. We are also working on transparent, accessible routes to progression, fostering the talent, experience and skills of our female employees to support them in reaching their full potential.

“As a parent, flexibility has been a massive part of why I stay.” *

Diversity, inclusion, great people

- We’re working on our recruitment process to improve fairness, transparency, and the opportunity for every candidate to present themselves at their best. We want our people managers and new employees to be set up for success.
- Through social media and our new applicant tracking system, we’re building trust in our employer brand and engaging with candidates at all stages of the recruitment experience. We’re working with our recruitment partners to challenge bias and champion what’s best for every candidate. We’re accommodating candidates’ needs and giving them more opportunities to showcase their skills by removing obstacles in our selection processes and revisiting our language and qualification requirements. We’ve seen people from more diverse groups apply for our roles.
- We’re also championing internal progression and encouraging managers to consider talent from across the CIPD. This has led to an increase in internal applications and selections: 15% of our roles were filled internally this year.

“I feel listened to by the people that need to hear me. My viewpoint is valued.” *

*Anonymous feedback on what employee representatives value about working for the CIPD

Wellbeing matters

We're increasing our visibility on social media and showcasing how our people benefit from our flexible working policy, our commitment to inclusion and diversity, our learning support, and our guidance and provision for their physical, mental, financial and social wellbeing.

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.

“I do feel looked after. It's friendly and the CIPD genuinely cares about wellbeing.” *

*Anonymous feedback on what employee representatives value about working for the CIPD

Conclusions from our chief executive

Leading by example and calling for change

Gender pay gap reporting, mandatory since 2017, continues to reveal the impact of the divides across our organisations and communities. We can see how the challenge of caring for others while fulfilling a job still falls predominantly to women, often impacting their take-up of higher-paid roles. The difference in pay between men and women remains significantly wider for higher earners and for employees aged 40 years and over.

Closing the gender pay gap is not a quick and easy fix. Our own data shows how relatively minor changes in our people can cause big changes in our headline median pay gap, month by month and year by year. The valuable insights we gain from tracking and reporting our gender pay gap need to be met with meaningful, consistent and sustained actions that shift our cultural norms.

We all need to do things differently. And, during the current period of economic and cost-of-living crisis, this will mean holding our nerve so that short-term, cost-cutting actions don't further exacerbate workplace inequalities. Commitment and flexibility are vital if organisations are to achieve the growth, productivity and skill advantages that come from greater inclusion and equal progression.

Like all employers, we have a responsibility – to our business and our people – to track, report and learn from our gender pay gap data. We also have a unique responsibility to support other employers and our community of people professionals in this work. This is how we fulfil our purpose of championing better work and working lives.

We continue to share our research and guidance on the widest range of equality issues. We review and strengthen these areas in our Profession Map, the international benchmark for the people profession. We encourage our community to take an integrated and intersectional approach to equalities through our website and learning programmes. And we work with partners and decision-makers to develop policies that tackle systemic and structural workplace inequalities.

I am proud that we continue to go behind the headline figures and report what we are learning from our gender pay gap data. And I am deeply proud of our diverse workforce across the CIPD.



Peter Cheese
Chief Executive, CIPD

A handwritten signature in black ink that reads "Peter Cheese". The signature is written in a cursive, slightly stylized font.

Appendices

Appendix A

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

The proportion of women has increased in the upper-middle and lower quartiles.

The proportion of men has decreased in the upper-middle and lower quartiles.

		Number		%	
		Men	Women	Men	Women
Upper quartile	2023	37	60	38%	62%
	2022	35	56	39%	62%
	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	2023	27	71	28%	72%
	2022	31	60	34%	66%
	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	2023	21	77	21%	79%
	2022	17	74	19%	81%
	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	2023	31	67	32%	68%
	2022	35	57	38%	62%
	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 remain wider in the upper and upper-middle pay quartiles.

This year, the median gender pay gap has also widened in the lower pay quartile, with women earning more than men.

		Hourly earnings		Pay gap (%)
		Men	Women	
Upper quartile	2023	£39.77	£38.12	4.15%
	2022	£38.46	£36.93	3.99%
	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	2023	£27.57	£26.76	2.94%
	2022	£26.82	£25.63	4.41%
	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	2023	£20.14	£19.97	0.84%
	2022	£18.89	£18.78	0.55%
	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	2023	£14.01	£15.11	-7.85%
	2022	£14.84	£14.18	4.40%
	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 continues to contribute most significantly to our mean gender pay gap.

		Hourly earnings		Pay gap (%)
		Men	Women	
Upper quartile	2023	£47.01	£41.60	11.51%
	2022	£46.28	£39.79	14.03%
	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	2023	£27.54	£27.00	1.96%
	2022	£26.74	£26.02	2.67%
	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	2023	£20.28	£20.01	1.33%
	2022	£19.24	£19.11	0.65%
	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	2023	£14.70	£14.99	-1.97%
	2022	£14.52	£14.32	1.33%
	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%

CIPD

The Chartered Institute of Personnel and Development
151 The Broadway London SW19 1JQ United Kingdom

T +44 (0)20 8612 6200

E cipd@cipd.co.uk **W** cipd.org

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