

Our UK ethnicity pay gap report

November 2022



The CIPD UK ethnicity pay gap report 2022

Contents

Foreword	3
Reporting ethnicity pay gaps – an overview	4
Our UK ethnicity pay gap data	5
Looking behind the headline figures	7
Addressing our ethnicity pay differences	15
Conclusions from our chief executive	17
Appendices	18

Foreword

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

In October 2018, the CIPD signed the Race at Work Charter to focus our efforts on equality, diversity and inclusion. The revised Charter sets out seven actions to improve the representation of all employees at all levels in organisations. One of these actions is capturing ethnicity data and reporting progress. Having published ethnicity pay data for our UK workforce in our 2018-19 annual report, we maintained our call for mandatory reporting in the UK. And we led by example, producing our first dedicated ethnicity pay report in 2020.

The UK Government's consultation on ethnicity pay closed in January 2019, but still there has been no parliamentary debate. Nor has there been a formal response, except for the recommendation from the Government's Commission on Race and Ethnic Disparities that reporting should be done on a voluntary basis. In June 2020, a public petition calling for its mandatory introduction reached over 100,000 signatories. In our own analysis, in September 2021, only 13 FTSE 100 firms voluntarily revealed their ethnicity pay gaps. Progress on reporting data remains slow and inconsistent.

Following the murder of George Floyd in 2020 and the Black Lives Matter movement, we're seeing a growing recognition of the inequalities and injustices experienced by people who are black, Asian, mixed race, and of other ethnicities. Combined with the impact of the COVID-19 pandemic, employers are under greater pressure to tackle systemic and structural workplace inequalities.

We remain committed to the Race at Work Charter's calls for action. We pledge to keep listening to our own people. And we shape our policies, practices and roles based on what we learn, knowing that creating an inclusive culture within a talented, productive organisation means doing things differently.

With four years of ethnicity pay gap data, we continue to report and 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.



Georgina Powell
Head of People, CIPD

Declaration

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



Valerie Hughes-D'Aeth,
Chair of the Board

Declaration

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



Reporting ethnicity pay gaps – an overview

Equity, talent and growth – choosing to report

We choose to report on our ethnicity pay gaps in the same way that organisations in the UK are required to report on gender pay gaps, using the following six measures:

- **median ethnicity pay gap** – the difference between the median hourly rate of pay of white full-pay relevant employees and that of full-pay relevant employees from other ethnic backgrounds
- **mean ethnicity pay gap** – the difference between the mean hourly rate of pay of white full-pay relevant employees and that of full-pay relevant employees from other ethnic backgrounds
- **median bonus gap** – the difference between the median bonus pay paid to white relevant employees and that paid to relevant employees from other ethnic backgrounds
- **mean bonus gap** – the difference between the mean bonus pay paid to white relevant employees and that paid to relevant employees from other ethnic backgrounds
- **bonus proportions** – the proportions of relevant employees from white and other ethnic backgrounds who were paid bonus pay during the relevant period
- **quartile pay bands** – the proportions of full-pay relevant employees from white and other ethnic backgrounds in the lower, lower-middle, upper-middle and upper quartile pay bands.

We also report two additional statistics to reflect the greater complexity and difficulty of ethnicity pay gap reporting and analysis compared with gender:

- the proportion of our total UK workforce from black, Asian, mixed race, and other ethnic groups
- the proportion of our employees who have disclosed their ethnicity.

In September 2021, we called for ethnicity pay reporting to be made mandatory by 2023. To support employers and the people profession, we published our own guidance to:

- encourage more employers to report their ethnicity pay data voluntarily
- recommend the most appropriate and effective approach to categorising and reporting data
- support the analysis and use of the resulting information in effective action planning to address the ethnicity pay gaps and inequalities revealed.

Learn more at [cipd.co.uk/knowledge/fundamentals/reasons/diversity/ethnicity-pay-reporting-guide](https://www.cipd.co.uk/knowledge/fundamentals/reasons/diversity/ethnicity-pay-reporting-guide)

Our UK ethnicity pay gap data

Keeping track of our actions and their impact

The factors affecting our 2022 ethnicity 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 ethnicity pay gap looks at the distribution of our people by ethnic group across all job levels of the organisation and identifies how this translates into the average salary and bonus payments made as a result.

Recent factors

We have seen a shift in our ethnicity balance this year. An equal and relatively small number of people (38) from black, Asian, mixed race, or other ethnic groups have joined and left. In the same period, more white people joined (54) than left (33). The average hourly salary across both groups did not vary considerably. However, the additional number of white people, compared with people from black, Asian, mixed race, or other ethnic groups, has widened our median and mean pay gaps slightly.

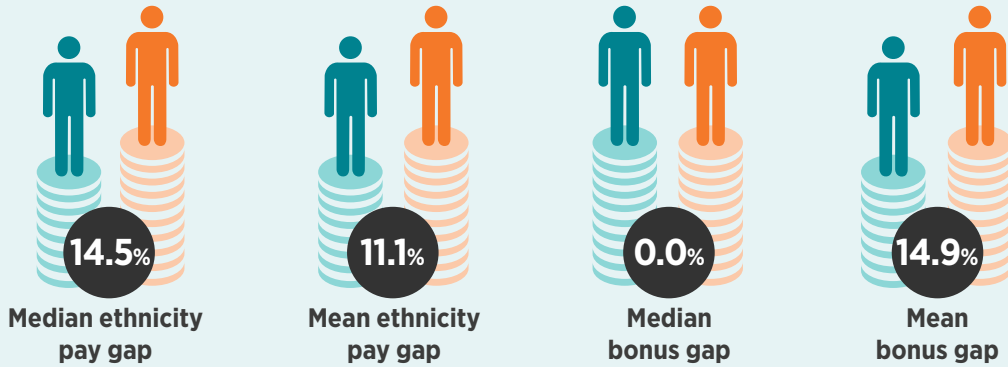
Fluctuations like these are not unexpected, particularly in a small organisation like ours where minor changes in numbers can have a significant impact. A more important factor is that we continue to see a growing number of applications from candidates from black, Asian, mixed race, or other ethnic groups. We monitor applications carefully and ensure that our jobs are accessible, flexible and appealing.

Tracking our progress

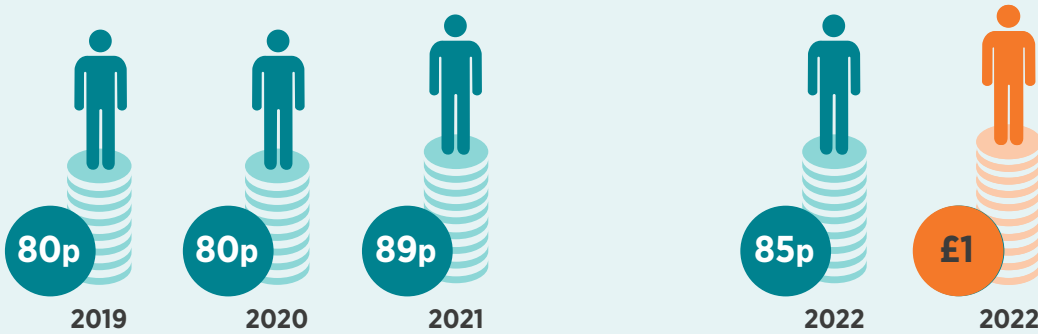
We are proud of the opportunities we give to everyone across our organisation, the flexible working culture we have always supported, and our focus on inclusion and fairness. But the demographics will remain a factor in our ability to significantly close the median and mean pay gaps.

We are listening to our people from different ethnic groups across the CIPD. We want to understand their lived experience of working with us to inform areas of policy and practice. Our head of equality, diversity and inclusion is working in partnership with our people team and senior leadership team towards a fully inclusive culture – one where difference is valued and where all CIPD people feel they belong and can be their best, authentic selves. 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.

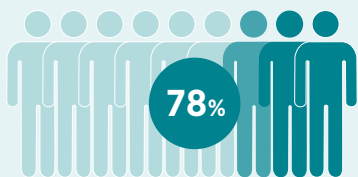
Our 2022 data at a glance



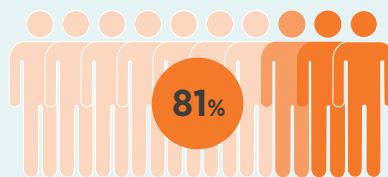
When comparing average hourly wages (median), a person from an ethnic minority group receives 85p for every £1 that a white person receives.



When comparing average hourly wages (mean), a person from an ethnic minority group receives 89p for every £1 that a white person receives.



Employees from a black, Asian, mixed race, or other ethnic group who received a bonus



White employees who received a bonus

Looking behind the headline figures

Understanding our gaps, reviewing our actions

Our workforce and pay quartiles

Our workforce

The CIPD's ethnicity pay gap data was collected on the snapshot date of 5 April 2022. At this time there were 365 people within our UK workforce. Ninety-eight per cent (356) of our people openly disclosed their ethnicity to us. Of those, 248 (70%) are white (including white British, white Irish, and any other white people) and 108 (30%) are from black, Asian, mixed race, or other ethnic groups. We are pleased to have such high disclosure rates as we work towards an inclusive and open culture.

Our pay quartiles

	NUMBERS		PERCENTAGES	
	White	Black, Asian, mixed race, other	White	Black, Asian, mixed race, other
Upper quartile	67	22	75.3%	24.7%
Upper-middle quartile	65	24	73.0%	27.0%
Lower-middle quartile	65	24	73.0%	27.0%
Lower quartile	51	38	57.3%	42.7%

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

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

Our median ethnicity pay gap

To calculate our median pay gap, we first rank all our people by their hourly pay. We identify what the person in the middle of the pay range for employees from black, Asian, mixed race, or other ethnic groups received. Then we compare it with what the person in the middle of our white population pay range received. The difference between these figures is the median ethnicity pay gap.

The difference in our median pay for different ethnic groups

	White	Black, Asian, mixed race, other	Pay gap
Median hourly pay	£22.38	£19.13	14.5%
Median annual salary	£40,732	£34,817	

This year the person in the middle of the black, Asian, mixed race, or other ethnic group pay range received 14.5% less than the person in the middle of our white population pay range. This median gap means that for every £1 a white person received, a person from a black, Asian, mixed race, or other ethnic group received 85p.

In 2021, our median ethnicity pay gap narrowed by 8.8 percentage points compared with 2020. This year the gap increased by 3.3 percentage points.

Fluctuations in ethnicity 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 ethnicity pay gap

To calculate the mean pay gap, we add together all the hourly pay rates that people from black, Asian, mixed race, or other ethnic groups received. We divide the total by the number of people from these groups in our workforce. We then repeat this calculation for white people. The difference between these figures is the mean ethnicity pay gap.

The difference in our mean pay for different ethnic groups

	White	Black, Asian, mixed race, other	Pay gap
Mean hourly pay	£26.25	£23.33	11.1%
Mean annual salary	£47,775	£42,461	

This year the average pay for a person from a black, Asian, mixed race, or other ethnic group was 11.1% less per hour than the average pay for a white person. This mean gap means that for every £1 a white person received, a person from a black, Asian, mixed race, or other ethnic group received 89p.

In 2021, our mean ethnicity pay gap narrowed by 11.2 percentage points compared with 2020. This year the gap increased by 2.4 percentage points.

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

Comparing median and mean ethnicity 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.

The mean is useful because it does capture the effect of a small number of high earners. This is something we are interested in, given the growing recognition of the barriers to entry and progression often experienced in our workplaces by people who are black, Asian, mixed race, or of other ethnicities.

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.

Our median and mean ethnicity pay gaps since voluntary reporting began

	2019	2020	2021	2022	percentage point change 2021-22
Median ethnicity pay gap by hourly rate	19.8	20.0	11.2	14.5	3.3
Mean ethnicity pay gap by hourly rate	25.2	19.9	8.7	11.1	2.4

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 remains similar to last year.

Our median and mean pay gaps this year by ethnicity

Focusing on specific ethnic groups shows how the pay gap varies by ethnicity. The overall median pay gap of 14.5% widens to 18.8% when we examine just our black, African, Caribbean and black British employees, and narrows to 3.6% when we look just at our Asian and Asian British employees. These differences suggest that the entry and progression challenges people face in the workplace may differ according to their ethnic group.

Ethnicity group	Numbers of employees who disclosed ethnicity	Median pay gap	Mean pay gap
Total black, Asian, mixed race, and other	108	14.5%	11.1%
Black, African, Caribbean, black British	33	18.8%	18.3%
Asian, Asian British	52	3.6%	9.2%
Mixed ethnic groups	17	18.0%	0.3%
Other	6	11.0%	19.0%

It's important to note that when pay gap data are based on a small number of individuals, they can vary significantly over time due to staff changes during the year. However, this is something we are interested in, as we work to understand our people's lived experiences and the potential barriers to progression that specific ethnic groups may face at work.

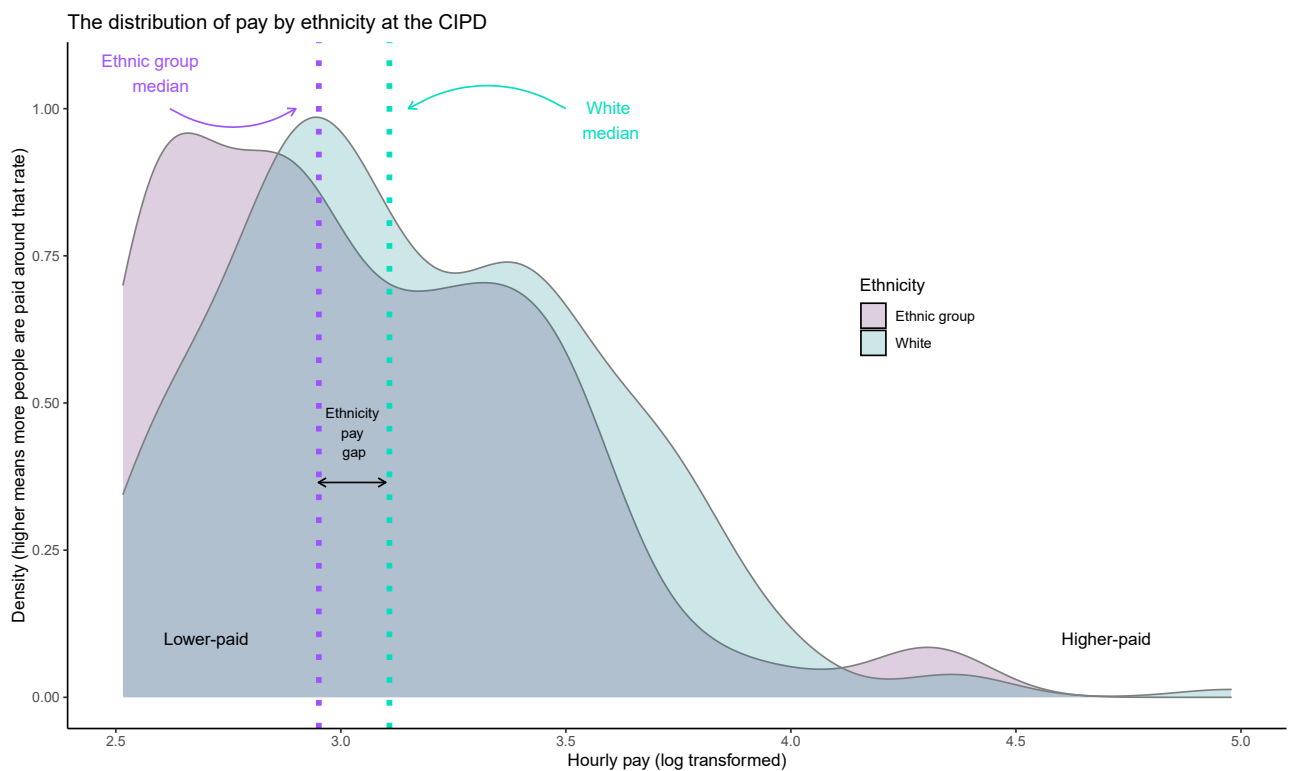
We only publish data for a category when we have five or more individuals.

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 – white people and people from black, Asian, mixed race, or other ethnic backgrounds – is the ethnicity pay gap, usually expressed as a percentage of white hourly pay.

This measure of centredness tells us something useful about the average pay of white people and people from other ethnic groups. 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 people of different ethnic groups by their hourly pay

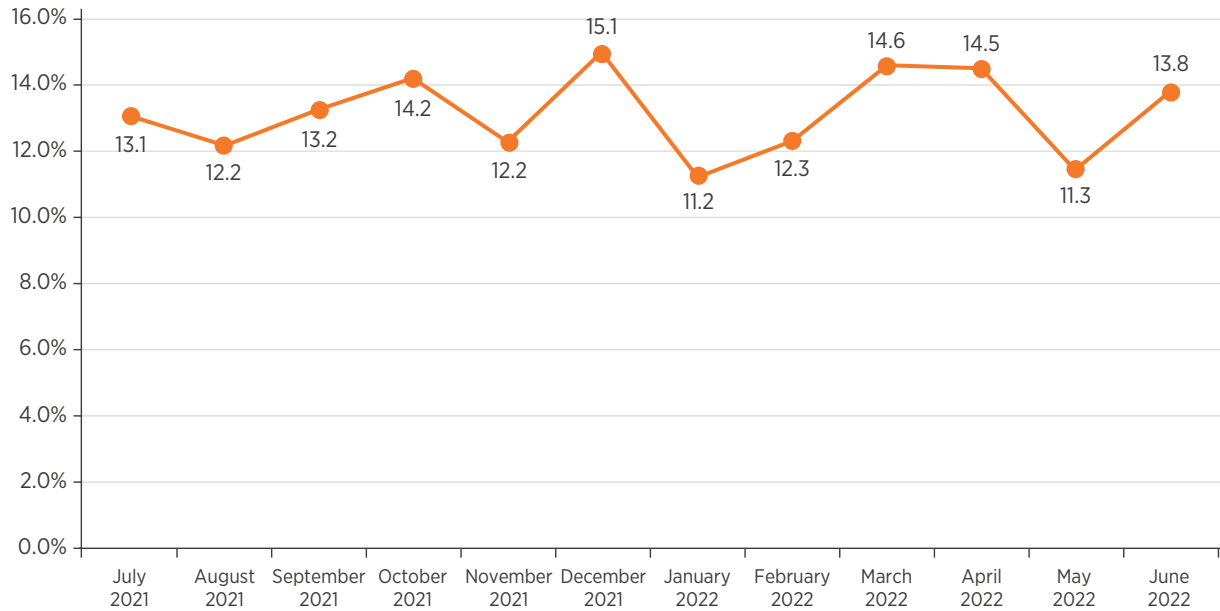


Within the CIPD there is a great deal of overlap between the distribution of pay across employees of different ethnic groups. However, the white group is weighted more heavily towards the higher end of the distribution. People from black, Asian, mixed race, or other ethnic groups are more likely to occupy lower-paid roles than white people.

Taking account of how pay changes during a year

We choose to report our ethnicity pay gap data using the same snapshot date as the statutory requirement for gender pay gap reporting – 5 April 2022. Inevitably, this results in a relatively arbitrary headline ethnicity pay gap figure. We are cautious in using this to interpret our progress in closing our ethnicity pay gap.

Our median ethnicity pay gap – month by month, throughout our last financial year



Within the space of our last financial year, month by month, the CIPD’s ethnicity pay gap has gone from a high of 15.1% in December 2021 to a low of 11.2% in January 2022.

Taking account of people changes during a year

The major factor that impacts fluctuations in our ethnicity 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 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
White leavers	33	£27.47		£25.33	
Black, Asian, mixed race, and other leavers	38	£20.52	25.3%	£23.04	9.0%
White joiners	54	£19.51		£23.47	
Black, Asian, mixed race, and other joiners	38	£21.15	-8.4%	£22.55	3.9%

The median ethnicity pay gap for people joining us was narrower (-8.4%) than that of people leaving us (25.3%). This is because the people from black, Asian, mixed race and other ethnic groups we recruited joined on slightly higher salaries than those who left, and higher than the salaries of white people who joined us.

However, the increased proportion of white people, compared with people from black, Asian, mixed race or other ethnic groups, has widened our median and mean pay gaps slightly.

Our bonus pay gap

The bonus pay gap is the difference between the bonus pay or one-off lump-sum payments (such as recognition awards) paid to white employees and that paid to employees from black, Asian, mixed race, or other ethnic groups. Only relevant employees who received a bonus are included in the calculation.

In a typical year, only a small proportion of our employees are eligible for a bonus. But as we ended our 2020–21 financial year in a strong position, we chose to recognise our people’s hard work and high performance by paying every eligible employee a one-off £1,000 additional payment in June 2021. This exceptional payment is reported as a bonus. On this basis, our bonus pay gaps are based on 201 white colleagues and 84 from black, Asian, mixed race, and other ethnic groups.

The percentages of our employees, by ethnicity, who received a bonus

	2019	2020	2021	2022
White employees	24%	28%	18%	81%
Black, Asian, mixed race, and other employees	20%	15%	11%	78%

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.

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

	2019	2020	2021	2022	percentage point change 2021–22
Median bonus gap	20.4%	14.8%	33.8%	0.0%	–33.8
Mean bonus gap	15.5%	5.6%	41.5%	14.9%	–26.6

Our sales team is predominantly composed of white people. Those at more senior levels have higher sales targets and therefore the opportunity to earn higher commission payments. Therefore, the introduction of this commission scheme led to a large increase in our bonus pay gaps in 2020 and remains the key factor in our bonus pay gaps this year.

Increasing the number of people eligible for a bonus removed our median bonus pay gap this year. It also narrowed our mean bonus pay gap significantly, but a gap remains due to the sales team commission payments.

Addressing our ethnicity pay differences

Maintaining our long-term commitment

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

In recent years, we've seen a growing recognition of the inequalities and injustices experienced by people who are black, Asian, mixed race, or of other ethnicities, across society and in our workplaces. Achieving and sustaining greater diversity across our organisations means doing things differently. Flexibility and commitment are critical if organisations are to achieve the growth, productivity and skill advantages that come from greater inclusion and equal progression.

Employers have a responsibility – to their businesses, their people and society – to keep driving the changes we need to see. And we have a unique responsibility to support the people profession and employers in this work.

We also have a responsibility to our own people, and we act on our commitment to greater inclusion, fairness and flexibility in a number of ways.

An organisation where everyone can prosper

In 2021 we carried out a lived experience exercise, listening to our people from different ethnic groups across the CIPD to understand their experiences of working with us. We also recruited a head of equality, diversity and inclusion, who reports directly to our chief executive.

Our purpose of championing better work and working lives means we are not afraid to challenge aspects of our culture and practice that lead to any of our people experiencing a lack of opportunity or feeling they do not belong.

Recruitment and retention

Our aim is to achieve greater inclusion and diversity throughout the CIPD. We continue to review our talent attraction approach, using job-specific selection criteria to ensure fairness and inclusivity. We advertise job roles with transparent pay ranges and an openness to flexible working arrangements. We do not ask applicants to disclose their salary history, so they have a fair basis to negotiate pay. When we engage search firms, for example in recruiting senior roles, we request that their search methodologies reach diverse candidates. We are expanding the diversity of our recruitment and learning and development supplier network. Where we observe diversity imbalances in specific areas of our business, we explore the potential causes to remove any possible barriers to entry and progression.

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.

Pay transparency

We were among the first organisations to voluntarily publish our ethnicity pay gap data and supporting narrative. We remain committed to reporting, even when not mandated to do so.

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. By tracking our pay data monthly and conducting a full analysis mid-year, we're building a better understanding of what drives our ethnicity pay gaps and what we can do to close them.

Board oversight

The board delegates responsibility for the CIPD's equality, diversity and inclusion initiatives to the chief executive and senior leadership team. In addition, the People, Culture and Remuneration Committee monitors the progress of our actions on inclusion and diversity and our pay gaps.

This year the committee recommended to the board that its race champion role, currently held by our treasurer Shakil Butt, be extended to cover equality, diversity and inclusion.

Conclusions from our chief executive

Leading by example and calling for change

Our purpose is to champion better work and working lives for all. We know that work can, and should, be a force for good that benefits everyone in society. Building and maintaining diverse and inclusive workplaces is fundamental to achieving that purpose. And pay gap reporting is an important way to track progress.

However, achieving pay parity is difficult for most organisations. It challenges structures, cultures and practices that have evolved over many years. It requires clarity and commitment to sustain positive actions and meaningful enquiry. 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.

We continue to share our research and guidance on the widest range of equality issues, beyond the nine protected characteristics under the Equality Act 2010, including wellbeing, psychological safety, and flexible working. We review and strengthen these areas in our Profession Map, the international benchmark for the people profession. And we encourage our community to take an integrated and intersectional approach to equalities through our website and learning programmes.

We continue to amplify our call for ethnicity pay gap reporting. Although we were disappointed when the Commission on Race and Ethnic Disparities (CRED) failed to recommend the mandatory introduction of ethnicity pay reporting, we were encouraged by other bodies joining our call, including the Confederation of British Industry (CBI) and Trades Union Congress (TUC).

We've made positive progress against our own action plan. Our head of equality, diversity and inclusion is helping us develop a deeper understanding and a clearer focus on the way we work. We've reviewed our trustee roles, recommending that the race champion role is extended to cover equality, diversity and inclusion. And our employee resource groups – focused on raising awareness and removing practical barriers to opportunity and progression – have been revitalised, each with senior leader sponsorship and allocated budget, to boost their valuable work.

I am proud that we are reporting our ethnicity pay gap data for the fourth year, in line with our gender pay gap report, and that we continue to call for statutory ethnicity pay gap reporting. And I am deeply proud of our diverse workforce within the CIPD.

Peter Cheese

Chief Executive, CIPD



Appendices

Appendix A

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

The proportion of people from black, Asian, mixed race or other ethnic groups in the upper and lower pay quartiles has increased.

		NUMBERS		PERCENTAGES	
		White	Black, Asian, mixed race, other	White	Black, Asian, mixed race, other
Upper quartile	2022	67	22	75.3	24.7
	2021	64	20	76.2	23.8
	2020	71	10	87.7	12.3
	2019	72	8	90.0	10.0
Upper-middle quartile	2022	65	24	73.0	27.0
	2021	60	25	70.6	29.4
	2020	64	18	78.0	22.0
	2019	70	10	87.5	12.5
Lower-middle quartile	2022	65	24	73.0	27.0
	2021	58	27	68.2	31.8
	2020	56	26	68.3	31.7
	2019	54	26	67.5	32.5
Lower quartile	2022	51	38	57.3	42.7
	2021	52	33	61.2	38.8
	2020	49	33	59.8	40.2
	2019	53	27	66.3	33.7

Appendix B

Our median ethnicity pay gaps, by year and by quartile

Our median ethnicity pay gaps are widest in the upper and lower pay quartiles.

		HOURLY EARNINGS		Pay gap (%)
		White	Black, Asian, mixed race, other	
Upper quartile	2022	£38.46	£34.07	11.43%
	2021	£35.71	£34.76	2.66%
	2020	£34.70	£36.40	-4.90%
	2019	£35.01	£33.05	5.60%
Upper-middle quartile	2022	£26.12	£26.64	-2.00%
	2021	£25.77	£26.37	-2.33%
	2020	£23.60	£24.70	-4.66%
	2019	£24.73	£24.73	0.00%
Lower-middle quartile	2022	£18.86	£18.63	1.25%
	2021	£18.55	£18.68	-0.70%
	2020	£18.00	£17.60	2.22%
	2019	£18.13	£17.51	3.42%
Lower quartile	2022	£14.53	£13.40	7.72%
	2021	£14.45	£13.19	8.72%
	2020	£13.90	£12.90	7.19%
	2019	£13.16	£12.97	1.44%

Appendix C

Our mean ethnicity pay gaps by year and by quartile

Our upper and lower quartiles contribute most significantly to our mean ethnicity pay gap.

		HOURLY EARNINGS		Pay gap (%)
		White	Black, Asian, mixed race, other	
Upper quartile	2022	£42.29	£41.13	2.74%
	2021	£40.91	£41.09	-0.44%
	2020	£38.90	£40.70	-4.63%
	2019	£43.25	£38.03	12.07%
Upper-middle quartile	2022	£26.09	£25.88	0.80%
	2021	£25.36	£26.20	-3.31%
	2020	£24.40	£24.50	-0.41%
	2019	£24.19	£24.37	-0.74%
Lower-middle quartile	2022	£19.10	£18.99	0.58%
	2021	£18.64	£18.80	-0.86%
	2020	£18.00	£17.80	1.11%
	2019	£17.82	£17.70	0.67%
Lower quartile	2022	£14.48	£14.15	2.29%
	2021	£14.31	£13.94	2.59%
	2020	£13.80	£13.00	5.80%
	2019	£13.03	£13.28	-1.92%

At the CIPD, we champion better work and working lives. We help organisations to thrive by focusing on their people, supporting economies and society for the future. We're the professional body for HR, L&D, OD and all people professionals, changing the world of work. With almost 160,000 members globally, and a growing community using our research, insights and learning, we give trusted advice and offer independent thought leadership. We lead debate as the voice for everyone wanting a better world of work.

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 **W** cipd.co.uk

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

Issued: November 2022 Reference: 8293 © CIPD 2022