

CIPD

Championing better
work and working lives

Corporate Report

November 2017



Our *Gender Pay*
Gap report



The CIPD is the professional body for HR and people development. The not-for-profit organisation 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 145,000 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.

CIPD gender pay gap reporting 2017

We are the CIPD, the professional body for HR and people development and we were closely involved in the development of gender pay gap reporting in the UK.

Our purpose is to champion better work and working lives by improving practices in people and organisation development, for the benefit of individuals, businesses, economies and society.

Fairness, inclusion and equal opportunity are at the heart of good work and at the heart of everything the CIPD does.

We encourage our members – made up of more than 145,000 people

professionals across HR, learning, and organisational development – to be principles-led, evidence-based and outcomes-driven in how they approach people management; this is as true of gender equality as of any other business issue.

What gets measured gets managed. Publishing gender pay gap data on an annual basis will help employers, including ourselves, to see where action to close the gender pay gap is most needed. It will also help us to establish a benchmark for our own employees, and to encourage our members to do the same.

‘Fairness, inclusion and equal opportunity are at the heart of good work and at the heart of everything the CIPD does.’



Declaration

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

Brad Taylor, Director of People, CIPD



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Louise Fisher, Chair of the CIPD Board



What is gender pay gap reporting?

From 2017 onwards, any UK organisation employing 250 or more employees has to publicly report on its gender pay gap in six different ways: the mean and median gender pay gaps; the mean and median gender bonus gaps; the proportion of men and women who received bonuses, and the number of men and women according to quartile pay bands.

The gender pay gap shows the difference in the average

earnings between all men and women in an organisation.

The mean gender pay gap is the difference between the mean hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

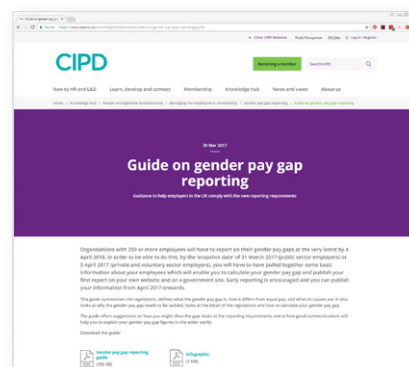
The median gender pay gap is the difference between the median hourly rate of pay of male full-pay relevant employees and that of female full-pay relevant employees.

Gender pay gap reporting does not mean that organisations have to report on equal pay. Equal pay is about differences in the actual earnings of men and women doing equal work. The CIPD is an equal pay employer.

The CIPD's pay journey

The CIPD is a leading advocate in the field of gender pay equality and has for many years provided its members with help and guidance on how to deal with both gender pay and equal pay issues. In March 2017 we published a *Gender Pay Gap Reporting Guide* to help members understand the steps that they need to take to report on their data and how to talk to both external and internal audiences about what the data means.

Over the last 12 months we have done a number of things to try and reduce the risk of pay inequality in our organisation. This included a salary review to ensure that pay and reward are fair at every level of the CIPD. As a result of this activity we have introduced a narrow pay range to reduce the risk of any inequality within job families. We have also reviewed our bonus system and made adjustments to how we reward staff, in line with CIPD research into the links between bonus incentives and performance.



[Click here to go to the website](#)



[Click here to go to the full report](#)

Our gender pay gap data

We collected our data on 5 April 2017, when our workforce consisted of 229 women and 104 men. The figures show that the CIPD has a mean gender pay gap of 14.9% and a median gender pay gap of 10.8%.

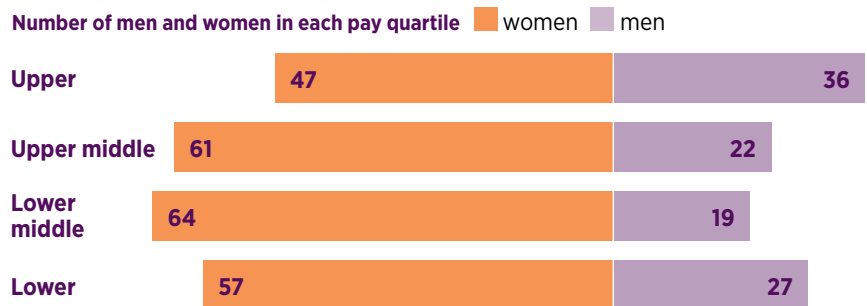
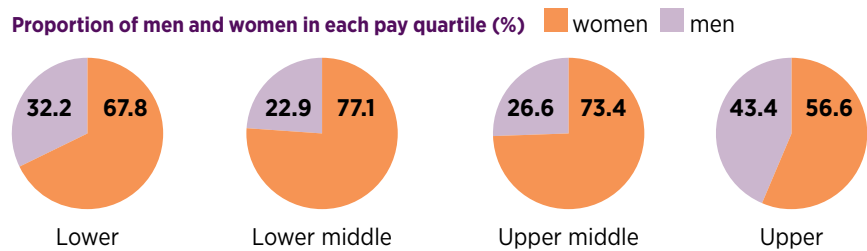
In common with the HR profession as a whole, our organisation is predominantly female. Given that 69% of our workforce is female, it is also the case that women outnumber men at every level of the CIPD. However, the fact that there are a greater proportion of men in the upper pay quartiles compared with lower pay quartiles, and a greater proportion of women in the lower pay quartiles compared with the upper pay quartiles, has an impact on our gender pay gap.

Over half of women (121) were in roles in the lower and lower-middle pay quartiles and 108 women were in the upper-middle and upper pay quartiles.

This compares with 46 men in the lower and lower-middle pay quartiles, and 58 men in the upper-middle and upper pay quartiles.

However, having a predominantly female workforce means that even small fluctuations in the male workforce can have a significant impact on our gender pay gap. For instance, if we were to have a female, instead of a male, chief executive, the overall mean gender pay gap would drop from 14.9% to 9%. Similarly, based on how the gender pay gap is calculated, if the CIPD were to employ more men in the lower pay quartiles, while keeping the overall number of staff constant, this would act to reduce the gender pay gap.

	Women's earnings are:
Mean gender pay gap in hourly pay	14.9% lower
Median gender pay gap in hourly pay	10.8% lower
Difference in mean bonus payments	16% lower
Difference in median bonus payments	17.6% lower



Taking action

We are prioritising the following areas for action: building gender pay gap analysis into our management processes, and evening out the gender balance in the CIPD.

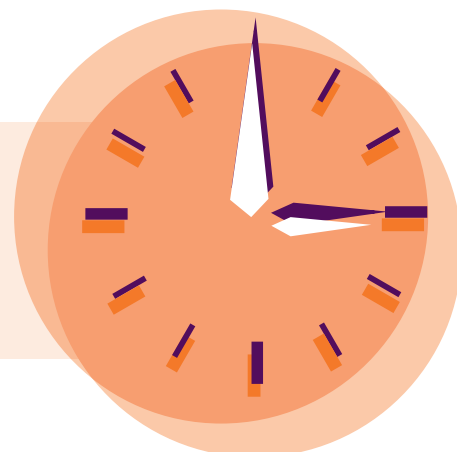
We will be building gender pay gap analysis into the tools our department heads use when they complete their annual pay reviews. We will also use these tools to monitor pay and ensure there is no bias towards either gender from the point of recruitment right through to salary conversations and progression opportunities.



We will explore how we can attract more men into our organisation to create a more even gender balance, given that we have more women than men at every level of our organisation, including the senior leadership team. As an equal opportunities employer, we firmly believe in appointing the best candidate into the role, regardless of their gender or other factors covered by the Equality Act.



We will continue to actively encourage flexible working across our organisation, in every role, at every level, to ensure that our people have the opportunity to work in a way that works best for their career aspirations and home life.



Creating inclusive cultures and supporting individual aspirations



Ksenia Zheltoukhova

Head of Research and Thought Leadership, joined the CIPD in April 2013

When my partner and I decided to start a family, I knew that I still wanted to work and progress in my career. I also wanted my

partner to play a big role in bringing up our daughter, so we decided to take shared parental leave together over a year.

Knowing that we have a genuine flexible working culture at the CIPD really helped to reassure me that my return to work would be smooth, and I was promoted five months later. The senior team have always been very open about their family life and I also make a point to ask my team and other colleagues about their children as well. Gender or being a parent shouldn't be a barrier to career progression. The more we can normalise family life in the workplace, the easier it will be to create cultures of inclusivity and encourage more women to progress. For me, there's never been any question over whether

I am treated differently for the work I do because of my gender. There are many other characteristics that make me different from others, and in this business my career success and performance aren't held back by any of those.

'The more we can normalise family life in the workplace, the easier it will be to create cultures of inclusivity and encourage more women to progress.'



Vicky Dmochowski

Campaigns Co-ordinator, Community Investment, joined the CIPD in 2015

I have a seven-year-old son and previous jobs haven't provided me with the flexibility or support I needed to be the best parent I can be. Being a good parent is the most important job to me, and working at the CIPD has given me the opportunity to balance my home commitments with doing a job that I really care about, and that makes a difference to other people's lives.

Working part-time, from 9am–3pm each day, took some time to get used to, but I've realised that you can be a working parent and still progress at work. The pace of work at the CIPD means that there are a number of opportunities open

to me and, rather than putting my career on hold, the ability to work flexibly has reignited my career ambitions. Flexibility means different things to different people. It's not a one-size-fits-all arrangement, and it's not just for women. It's important that we all talk about it in workplaces and that individuals take an active role in designing a job that works for them personally and professionally. I work in a team led by an ambitious and inspirational woman who encourages me to look to the future and build a career around motherhood, so I've never felt that my gender is a barrier at work; it's something to embrace.



Victoria Winkler

Head of Membership and Qualifications, joined the CIPD in 2003

‘For me, it’s about balancing working and family life so I can be there for my daughter.’

After I had my daughter, I decided to take a career break of two and a half years. I rejoined the CIPD in 2011 in the assessment team and was promoted to head of assessment in 2014 before being promoted to the senior leadership team as head of membership and qualifications in March 2017.

When I came back from maternity leave I worked three days a week and then increased this to four days, working one day a week from home. I was very fortunate that when I came back from my career break I had a manager, who, although we hadn’t worked together before, was very

supportive of my working part-time. For me, it’s about balancing working and family life so I can be there for my daughter and wider family. My career break and working flexibly has enabled me to do that. I’ve taken a number of sideways moves in order to get the career I want, and balance it with my family life, but I’ve always learned new things and been open to new challenges and opportunities. I’ve never felt that my gender has been a barrier to my career at the CIPD. I’m proud to work for an organisation that champions diversity, inclusion and flexibility within the workforce.



Sinead Costello

Head of Publishing, joined the CIPD in 2005

I’ve held several roles in the CIPD over the last 12 years. My first roles were as a temp, in publishing and on reception, but I threw myself into both roles and, when a permanent role came up in the publishing team, I was actively encouraged to apply. I was successful and have been working in various publishing and marketing roles ever since, moving all the way up to head of publishing.

I feel that my potential in the organisation has always been recognised and that I’ve been actively encouraged to try new things and push myself in new roles. Whenever there’s been something I want to influence or

improve, I’ve had the chance to do that and go where I feel I can make the maximum impact.

Working for an organisation that is committed to making a difference is important to me, and it drives me to be the best that I can be. Every time I’ve stepped up I’ve had the full backing of my managers and been able to deliver and be successful in my work. That’s given me the confidence to grow in each role and keep moving forward in my career. For me, gender has never been a barrier in my working life; I’m constantly learning and I think being in a smaller business, and in a charity, gives me a terrific opportunity to try new things.

The CIPD has worked with its members and a number of experts to provide resources on gender pay gap reporting. For more information, visit cipd.co.uk



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