

A photograph of three diverse professionals—two women and one man—collaborating around a table. One woman is holding a tablet, and they are all looking at the screen. The image is set against a light background and is partially framed by a white circular shape on a blue background.

CIPD

Our UK pay gap report

Our pay gap data, action plans and guidance
for people professionals and employers

December 2025

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Foreword

Reflections from Professor Chris Bones, Chair of the Board,
and Peter Cheese, Chief Executive Officer

Our purpose is to champion better work and working lives

For over 100 years, we've stayed true to our purpose because we know organisations thrive when we put people first, and because thriving, responsible organisations lead to stronger economies and societies.

Pay gap reporting is an important part of championing fair opportunity and better work. When employers make work rewarding for all their people, they do more than reduce inequality and improve financial wellbeing: they boost performance and productivity. As both an employer and the professional body for the people profession, we look to lead by example in our pay gap reporting. That's why we extend the scope of our report to meet our legal requirements in the UK and to provide useful context and guidance for our global community of members.

We fulfil our purpose by championing people professionals

We are the standard and the partner for people professionals and the voice for the profession in many areas of policy and change.

People professionals and organisations in the UK are facing the biggest set of changes in employment and equality law in a generation. In England, Scotland and Wales, the Employment Rights Bill includes proposals to require organisations with 250 or more employees to publish their gender pay gap data and associated action plans. The Equality (Race and Disability) Bill is consulting on proposals to introduce ethnicity and disability pay rights, including equal pay and pay gap reporting. Around the world, people professionals are experiencing similar changes.

Our support for members and employers through legislation change

Since October 2024, we have scrutinised what the proposed changes mean for employers and people professionals. We've been engaging with our members and gathering their insights as part of our response to government consultations. For example, we've provided evidence on the issues that can make it difficult to collect and report data on workforce disability and health, especially for those organisations that haven't yet developed the confidence and capability to put supportive frameworks in place. As the legislation evolves, we will continue to keep our members and the profession fully informed and enable them to make changes that are positive and practical.

We know our efforts support a growing proportion of UK employers that voluntarily report their ethnicity pay gap as well. Our resources, courses and communities continue to support people professionals to fulfil their organisations' reporting responsibilities.

Our preparations as an employer

In anticipation of the proposed changes, we're reporting our gender and ethnicity pay gap data and action plans together. As a medium-sized organisation, we are not yet able to undertake meaningful disability pay gap reporting because of the small percentage of our people who have reported a disability and the potential for underreporting. We will continue to work on how we gather employee data, reassuring all our people that by sharing information about their experiences, we can better support them and their contribution to our business. In the meantime, we are reporting the insights we have gained from those in our team who have disclosed a disability.

Fulfilling our purpose as an employer

Reporting our pay gaps annually is an important way to track the impact of our decisions as an organisation and show our leadership in increasing pay transparency. That's why we choose to go behind our headline figures and share the actions we are taking to narrow our pay gaps.

This report covers the 2025/26 reporting cycle, using a snapshot date of 5 April 2025. We choose to publish ahead of the reporting deadline of 4 April 2026, to coincide with our annual report.

In 2017, when mandatory gender pay gap reporting was introduced, our median pay gap was 11%. When we began reporting our ethnicity pay gap, in 2019, our median pay gap was 20%.

This year, **our median gender pay gap is 8.5%**. For every £1 a man earns, a woman earns 91p.

Our median ethnicity pay gap is 12.1%. For every £1 a white person earns, a person from a minority ethnic group earns 88p.

During the period of this report, we embedded significant organisational changes to support our growth and ensure continued focus on our members and stakeholders. Given the degree of change we've undertaken, we are reassured that our headline pay gaps remain similar to last year. This continues to reflect our medium-sized workforce, which is 70% women and 67% white, with higher proportions of women and people from ethnic minority groups at lower to middle levels.

Achieving change and growth through inclusion

We will continue to make the case for how equality, diversity and inclusion (EDI) underpin successful HR, people management and business transformation practices. We recognise there have been challenges and questions raised about the direction of EDI initiatives and have called for a reset to ensure clarity of principles, evidence, business need and outcomes, as highlighted in our May 2025 report *Resetting EDI and reaffirming inclusion*.

We are proud of our diverse team and the positive impact it delivers for our growth, innovation and engagement with our members. We are committed to fostering inclusion and equality across the CIPD. Pay gap reporting helps us sustain the culture and actions to do this. We will continue to share the expertise of our team and the insights of our members so that people professionals can deliver the benefits of inclusion across their organisations too.



Professor Chris Bones
Chair of the Board, CIPD

A handwritten signature in black ink that reads "Chris Bones".

Peter Cheese
Chief Executive Officer, CIPD

A handwritten signature in black ink that reads "Peter Cheese".

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



Reporting pay gaps – an overview for employers

Meeting current requirements and preparing for change

Reporting gender pay 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.

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 a 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.

Reporting ethnicity pay gaps

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. We use the same six measures, looking at the differences between the hourly rate of pay, bonus pay and quartile pay bands between white full-pay relevant employees and that of full-pay relevant employees from other ethnic backgrounds.

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

Learning from pay gap data

Pay gap headlines tend to focus on the median figure. This ignores extremes and is therefore considered the most representative measure, but it's important to report all six measures. Each one tells us something different about the underlying causes of the 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 currently required for gender pay gap reporting, creates a level playing field for all reporting organisations. This masks the fluidity of pay gaps, from month to month and across pay quartiles, depending on changes to headcount.

If an organisation reports a pay gap, it does not mean people of different genders or ethnicities are paid differently for doing the same job. Equal pay looks at differences in pay for the same or similar work. It's possible to have a pay gap and to pay people fairly, but it does show that, on average, people from some groups occupy higher-paying roles than others.

Learn about current requirements in our [gender](#) and [ethnicity](#) pay gap reporting guides.

Preparing for changes in employment and equality law

As part of its plans to make work pay, for businesses and workers, the UK Government has initiated new legislation, new regulations, amendments to codes or guidance, and a series of consultations. The Make Work Pay plan will have wide-reaching implications for the people profession across England, Scotland and Wales. The Northern Ireland Executive has published separate proposals on employment law reform.

Among the many changes to be introduced through the new Employment Rights Bill, voluntary publication of action plans to close gender pay gaps will be introduced in April 2026 for employers with at least 250 employees. Mandatory publication is planned for 2027.

Changes to equality law are currently under consultation, with proposals to make the right to equal pay effective for ethnic minority and disabled people, and to introduce mandatory ethnicity and disability pay gap reporting for employers with at least 250 employees.

We have engaged in the government's consultations and calls for evidence, sharing our members' professional insights and our policy expertise. We continue to share up-to-the-minute information with members, reinforcing and championing their role in successful implementation.

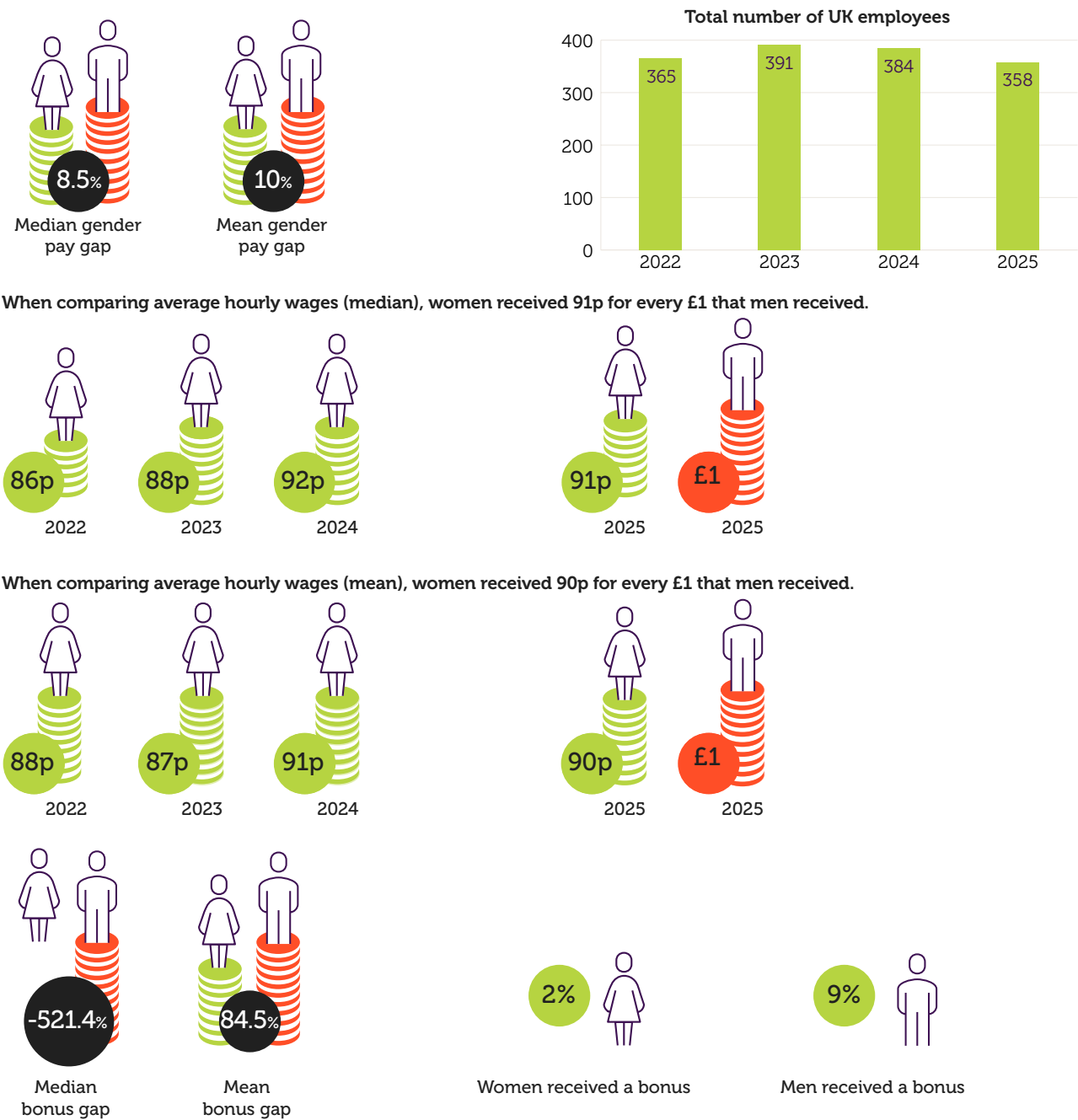
Stay on track with our updates on the [UK Government's Make Work Pay](#) plan.

Read our response to the [Employment Rights Bill](#) call for evidence.

Read our response to the [Equality \(Race and Disability\) Bill](#) consultation.

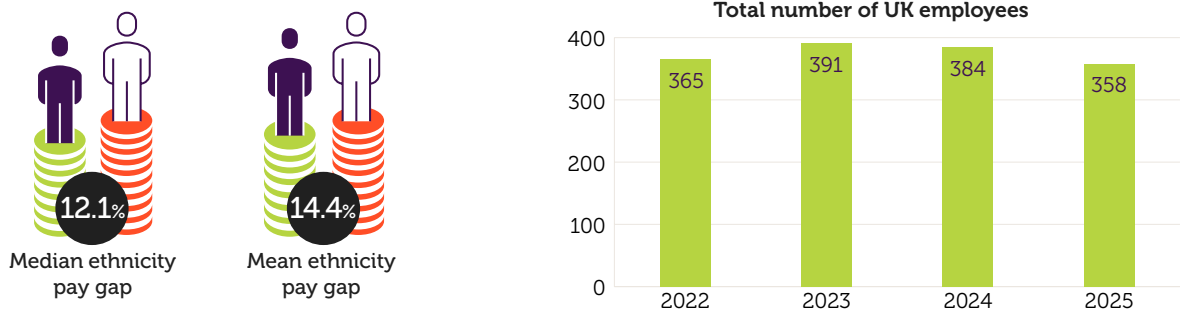
Our pay gap data – an overview

Our 2025 UK gender pay gap data at a glance



NOTE: Explore our gender pay gap further in [Our pay gap data – behind our headline figures](#).

Our 2025 UK ethnicity pay gap data at a glance



When comparing average hourly wages (median), people from a black, Asian, mixed race, or other ethnic groups received 88p for every £1 that white people received.



When comparing average hourly wages (mean), people from a black, Asian, mixed race, or other ethnic groups received 86p for every £1 that white people received.



NOTE: Explore our ethnicity pay gap further in [Our pay gap data – behind our headline figures](#).

Our action plans – addressing our pay gaps

Maintaining our long-term commitment

Understanding the factors that affect our pay gaps supports our commitment to fostering equality, diversity and inclusion (EDI) across the CIPD. This ongoing process helps us to review our action plans, evaluate their impact and make improvements.

Tracking our progress

In 2017, when mandatory gender pay gap reporting was introduced, our median pay gap was 11% and our mean pay gap was 15%. When we began reporting our ethnicity pay gap, in 2019, our median pay gap was 20% and our mean pay gap was 25%. Since then, our pay gaps have narrowed significantly.

We will continue to embed the positive actions we've taken, listen to our people to identify new priorities, and sustain the progress we've made. Given the size and demographics of our workforce, achieving significant ongoing improvements to our pay gaps won't be easy and could even require actions that are inappropriate for our organisation or our people. We believe the actions we are taking will enable us to continue narrowing our pay gaps steadily in the years ahead while sustaining an approach that's right for our people and our business.

Gathering our employee and pay gap data

Although pay gap reporting uses the term 'gender', it actually reflects sex-based differences in pay, because HMRC requires employers to record whether an employee is male or female. Like most organisations, we capture this data about employees' sex in our payroll records and use this to calculate our so-called gender pay gap.

Ethnicity data is voluntarily reported by our employees, with a high disclosure rate of 97% this year. This level of openness means we can explore our ethnicity pay gap by different ethnic groups.

Data on disability can be more challenging to gather. This year, 57.0% of our people chose to report whether they had a disability or not, with 8.4% reporting a disability. We respect that people may choose not to disclose this information. We also recognise that some people experience multiple impairments or conditions that negatively impact their ability to do normal daily activities. Given the small percentage of our people who have reported a disability, and the potential for underreporting, we do not see meaningful insights within our pay gap data this year. We agree with the government's proposal in the Equality (Race and Disability) Bill that there should be a minimum of 10 employees in any group or subgroup. We will continue to focus on increasing disclosure rates and monitor the metrics we report.

As we gather more data, we are learning more about how our employees' experiences vary according to the intersecting nature of their gender, ethnicity and disability, along with other factors such as age and working patterns.

Understanding the factors affecting our pay gaps

We see fluctuations in our median pay gap, month by month and year by year, because we are a medium-sized organisation with a workforce that's 70% women and 67% white.

Having reported our gender pay gap data for the nine years since mandatory reporting began, and our ethnicity pay gap data for seven years, we understand what drives these fluctuations. Minor changes in our demographics, and in the levels and pay grades at which our people operate, are the major factors in changes to our pay gaps.

Our response is to continue listening to our people to understand their experiences at every stage of their journey with us. In this way, we can continue to identify actions that foster and maintain our equality, diversity and inclusion for everyone within the CIPD.

Taking responsibility at every level

Our board's People, Culture and Remuneration Committee monitors our progress and impact. With our senior leadership team, our chief executive is directly involved in our EDI agenda and takes responsibility for its initiatives.

Our work with the Business Disability Forum showed that consensual, sensitive workforce reporting is the foundation for meaningful action. We've adopted our joint recommendations across the CIPD and shared the case for disability workforce reporting with our members. We are also aligned with the Business in the Community's Race at Work Charter. In 2021, we published an employer's guide to meeting its five commitments.

These initiatives reveal a clear, common approach. Both sets of recommendations call for active and strategic support from senior leadership, and development for all leaders and managers that builds their capability and confidence. Both promote concrete actions, informed by meaningful data, that sustain inclusive and supportive cultures. They also both apply to the wider and intersectional characteristics that can disadvantage people at work and limit inclusion. By learning from gender and ethnicity pay gap reporting, and preparing for disability pay gap reporting, organisations can develop EDI strategies that include and engage all employees.

Read our practical guide to [**disability workforce reporting**](#).

Read our guide on [**meeting the BITC Race at Work Charter**](#).

Taking action at every stage of the employee lifecycle

We see inclusion as the thread that runs through all HR, people management and business transformation practices. We continue to adopt and review a wide range of actions to ensure our people are listened to, included, engaged and enabled throughout their careers with the CIPD.

Attraction

We continue to implement initiatives that ensure our jobs are accessible, flexible and appealing to more diverse pools of talent. We include pay and pension details in all our job adverts. We promote our approach, values, culture and benefits on our recruitment website. The strongest growth in job applications has come from candidates from ethnic minority groups, ranging from 39% to 55% across different groups.

Recruitment

We continue to improve our recruitment processes to welcome applications from a more diverse range of candidates. On our CIPD careers website, we continue to share webinars created by the CIPD Trust that give every candidate the opportunity to present themselves at their best. We support our recruiting managers to anticipate and reduce biases. We want our people managers and new employees to be set up for success.

Onboarding

We continue to review the accessibility of our tools and systems to ensure they support our neurodivergent people and those with English as a second language. Screen highlighters, word prediction and text-to-speech tools make work more accessible and efficient for everyone.

Our bespoke allyship development programme, delivered to our senior leaders and rolled out across the CIPD last year, has proven popular and effective, with the majority of our people taking part. It will now become part of our onboarding for new starters.

Engagement

Through our new employee survey, launched in January 2024, we are tracking the engagement and belonging reported by our people, monitoring responses by diversity data so we can address any issues quickly. We also track the views of our joiners and leavers, monitor people's onboarding experiences, and conduct pulse surveys throughout the year.

Our employee feedback shows that our people feel they belong. We are committed to building and maintaining a culture where difference is respected and valued, and where everyone can deliver their best work.

We know that our flexible working policy continues to boost recruitment, retention and wellbeing, and contributes to our productivity. It supports employees who, for whatever reason, have faced barriers to fulfilling their potential. We actively promote enhanced policies for parents, offering six months of paid paternity leave to enable parents to share their care responsibilities. We support people to fulfil unpaid family responsibilities alongside their paid work. We are proud to support different forms of flexible working at all levels, moving us closer towards a fully inclusive culture.

Development

We are reviewing our learning and development (L&D) strategy to look for more ways to support our people from underrepresented groups in their career development. Our employee resource groups, led and joined by people who share or support an aspect of diversity, create safe spaces where our people can discuss inclusion issues, offer support and help influence change. They organise activities to raise awareness, share lived experiences and bring our people together. Through our communication channels and events, we celebrated South Asian Heritage Month, Black History Month, Race Equality Week, Neurodiversity Week, Volunteers Week and International Women's Day. This year, we created a wellbeing employee resource group that supports our people through trained menopause champions and mental health champions.

Retention

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 pay the London Living Wage for entry-level roles and benchmark all salaries externally to ensure our pay is fair, competitive, and reflects our charitable status. We carry out job evaluation and salary benchmarking, use a clear framework for performance-related pay, calibrate pay awards across panels, and monitor pay data across demographics.

We maintain a range of benefits to support our people's physical, mental and financial health, as well as activities and groups to help people connect across our organisation. This year we introduced new policies to reduce the stress and time pressures on our employees who also fulfil care responsibilities. We've extended our carer's leave provision to include up to four weeks of unpaid leave. Through our new carer's benefit, we are offering a service that helps our people explore and source care, share care plans with family members, and handle the stress that comes with caregiving. Care commitments affect people across all backgrounds, but the responsibilities are often shouldered by women or people from underrepresented groups. By recognising and responding to the challenges of caregiving, we can help our people remain and thrive in work.

Exit and advocacy

Last year, we reorganised our directorates, sharpening their focus on our customers' needs and making sure we deployed all our resources efficiently and effectively. The changes resulted in a reduction of our overall headcount by 12%, with the majority of leavers opting to take voluntary severance. We are pleased to report this has had little impact on our pay gaps this year.

Preparing for new reporting requirements

Gathering employee data helps organisations understand how effectively they are supporting equality and inclusion. In large organisations, inviting detailed disclosure on other protected characteristics and white ethnic subgroups may be appropriate. Inviting disclosure in smaller organisations like ours needs more consideration to ensure employees don't feel singled out.

In our response to the government's equality law proposals, we have called for a phased introduction of disability pay gap reporting. This is based on our consultations and partnership with groups such as the Business Disability Forum and our recent consultation with our members. We recommended starting with organisations with 1,000+ employees, giving employers time to consult with employees and put appropriate data gathering and support frameworks in place.

Explore our [guide on disability workforce reporting](#).

Our pay gap data – behind our headline figures

Understanding our gaps

Our workforce

At the pay gap snapshot date of 5 April 2025, there were 358 people within our UK workforce.

By gender

At this time, 249 (70%) of our people were women and 109 (30%) were men. This is based on the information we hold on our payroll records. The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017 require employers to report pay gaps based on binary sex (male/female).

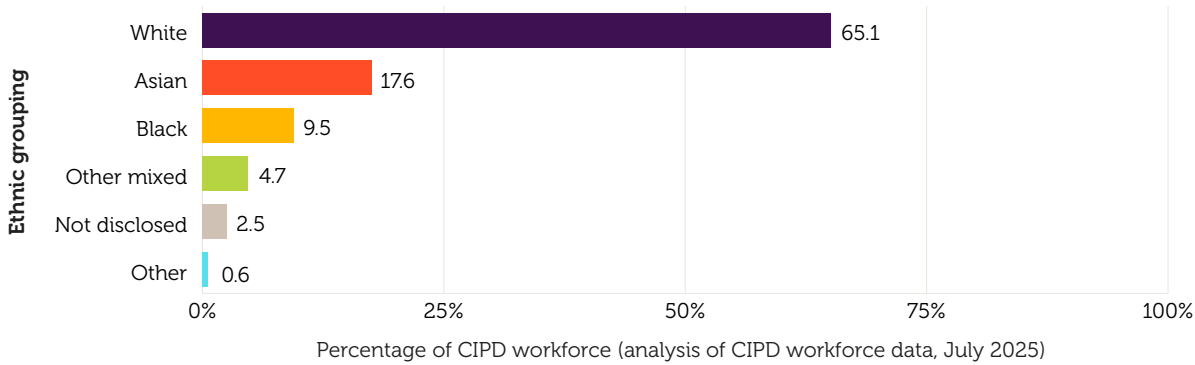
The recent UK Supreme Court ruling on the definition of 'sex' in the Equality Act 2010 has no direct impact on the statutory framework for gender pay gap reporting, for now. It does, however, reinforce the need for clarity in how employers collect and report data on sex and gender identity, and we await further guidance from the Equality and Human Rights Commission (EHRC).

There is currently no obligation to report on employees' gender identity or to analyse pay gaps by intersectional characteristics. Employers with large numbers of employees are better placed to do so, and this is something the CIPD and the EHRC encourage large organisations to do voluntarily.

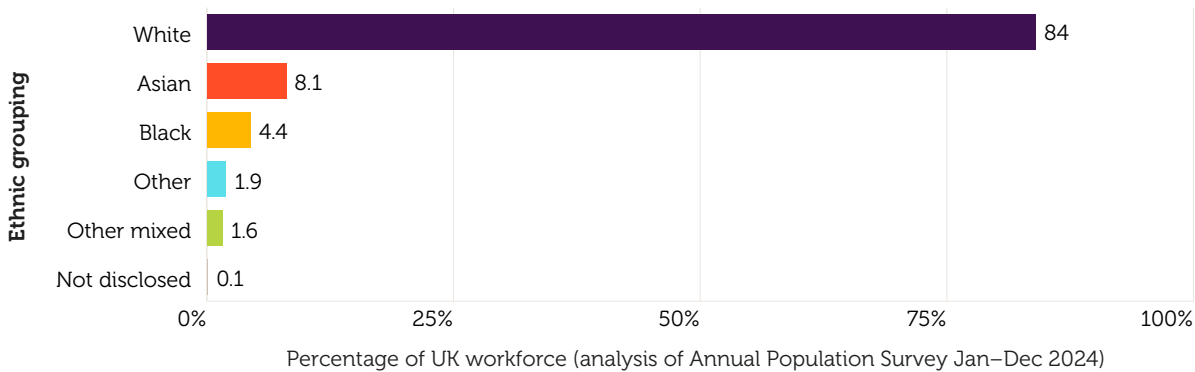
By ethnicity

Ninety-seven per cent (349) of our people openly disclosed their ethnicity to us. Of those, 233 (67%) were white and 116 (33%) were from black, Asian, mixed race, or other ethnic groups. Because we agree that any group being compared in terms of pay should have a minimum of 10 employees, we don't report pay data for white ethnic groups (including white British, white Irish, and any other white people). We are pleased to have such high disclosure rates as we work towards an inclusive and open culture.

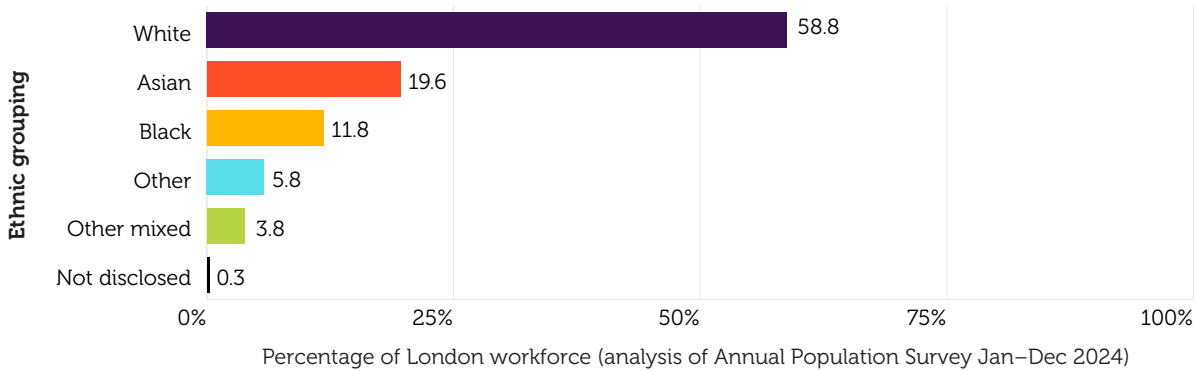
The ethnicity profile at the CIPD



The ethnicity profile of the UK workforce



The ethnicity profile of the London workforce



Although we are headquartered in London, we recruit more widely, enabled in part by our approach to hybrid working.

Since 2020, the proportion of our employees with a London postcode has noticeably reduced, but our ethnicity profile remains similar to that of the London workforce and more diverse than the general UK workforce. This is because our recruitment processes and working practices continue to ensure that our roles are clearly open to people from more diverse groups.

By disability

This year, 30 (8.4%) of our people have reported a disability, 174 (48.6%) report that they do not have a disability, and 154 (43.0%) have not declared. We respect that some employees who live with a disability choose not to disclose it. Indeed, our work with the Business Disability Forum shows that disclosure rates often fall in organisations that actively look for ways to accommodate all employees' needs.

Under the Equality Act 2010, a person is disabled if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on their ability to do normal daily activities. An impairment doesn't have to be a diagnosed medical condition for an employee to report it as a disability. Employees can choose to self-disclose as disabled, based on their experience. However, an employer may ask for medical evidence to support an employment or accommodation decision.

Our pay quartiles

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

By gender

	Number		%	
	Men	Women	Men	Women
Upper quartile	33	56	37.1%	62.9%
Upper-middle quartile	26	64	28.9%	71.1%
Lower-middle quartile	22	67	24.7%	75.3%
Lower quartile	28	62	31.3%	68.9%

By ethnicity

	Number		%	
	White	Black, Asian, mixed race, other	White	Black, Asian, mixed race, other
Upper quartile	70	17	80.5%	19.5%
Upper-middle quartile	54	33	62.1%	37.9%
Lower-middle quartile	65	22	74.7%	25.3%
Lower quartile	44	44	50.0%	50.0%

By disability

A small percentage of our people have reported a disability, with the potential for underreporting. Therefore, the data currently available to give us a breakdown of our people, by disability, in each of our pay quartiles is not meaningful to report. We support the government's proposal in the Equality (Race and Disability) Bill that there should be a minimum of 10 employees in any group being compared in terms of pay.

That said, an initial internal review of our pay data indicates that, across most of our pay quartiles, our employees who report a disability earn slightly more than those who report as non-disabled.

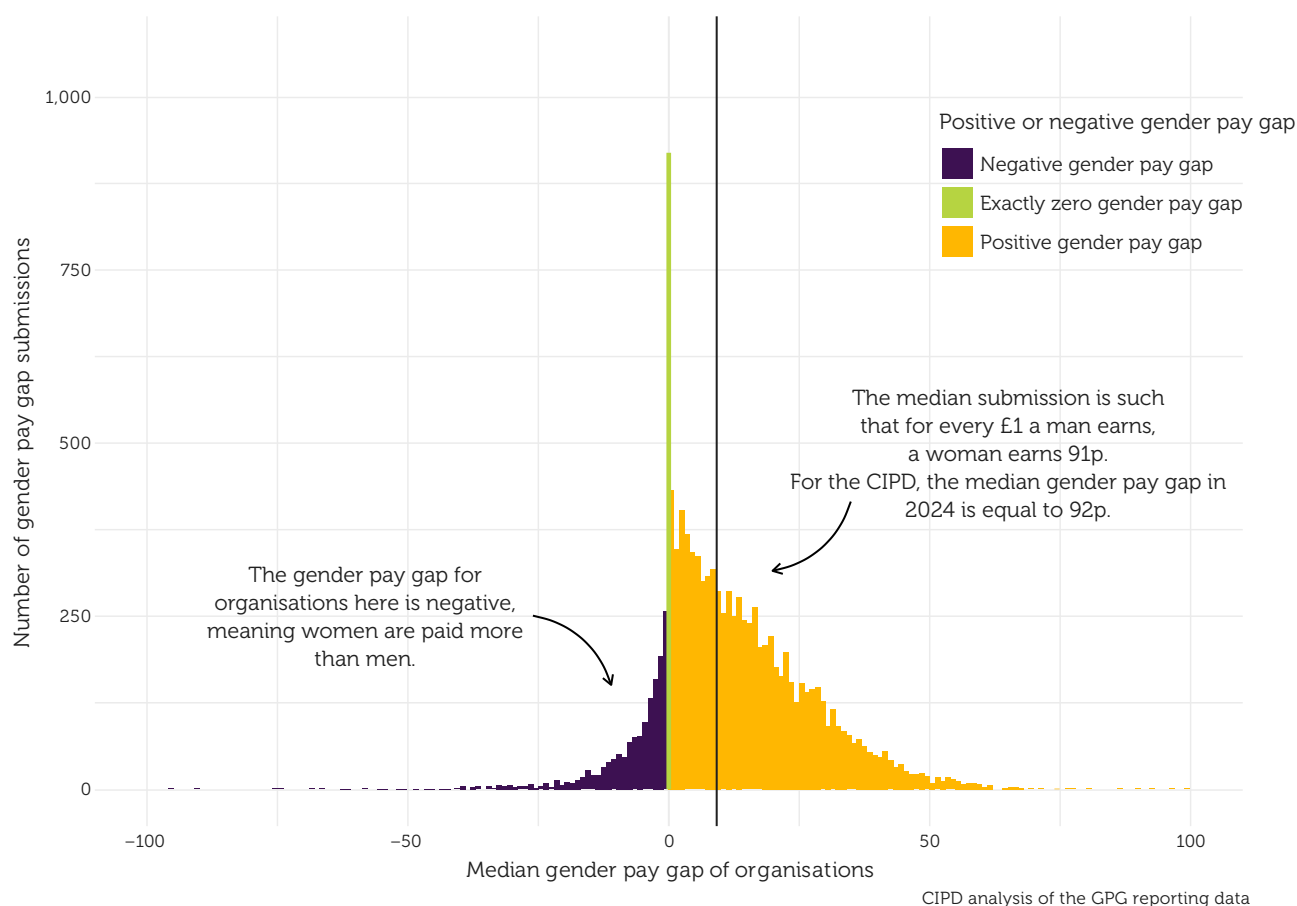
NOTE: Pay quartile data for all years is shown in Appendix A.

Comparing our gender pay gap 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, we compared our gender pay gap with other organisations on 3 July 2025. At this point, 10,403 organisations had submitted their gender pay gap data for the reporting cycle 2024/25 after the snapshot date of 4 April 2024.

The distribution of all gender pay gap submissions during 2024/25



At the time of our comparison, the median of all 2024/25 submissions had a gender pay gap of 8%, which means for every £1 a man received, a woman received 92p. Of the 10,403 organisations that had submitted their gender pay gap data, 894 reported a zero median gender pay gap.

The CIPD's April 2025 median gender pay gap was 8.5%. For every £1 a man received, a woman received 91p. This is very close to the median gender pay gap for the organisation in the middle of all 2024/25 submissions.

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.

	Men	Women	Pay gap
Median hourly pay	£25.82	£23.68	8.5%
Median annual salary	£46,992	£43,007	

This year, the woman in the middle of the female pay range received 8.5% 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 91p.

Our median ethnicity pay gap

To calculate our median ethnicity 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.

	White	Black, Asian, mixed race, other	Pay gap
Median hourly pay	£24.73	£21.75	12.1%
Median annual salary	£45,009	£39,585	

This year, the person in the middle of the black, Asian, mixed race, or other ethnic group pay range received 12.1% less than the person in the middle of our white population pay range. This median pay gap means that for every £1 a white person received, a person from a black, Asian, mixed race, or other ethnic group received 88p.

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

Our mean gender pay gap

To calculate the mean gender 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.

	Men	Women	Pay gap
Mean hourly pay	£29.59	£26.64	10.0%
Mean annual salary	£53,854	£48,485	

This year, the average pay for women was 10.0% less per hour than the average pay for men. This mean gender pay gap shows that for every £1 a man received, a woman received 90p.

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 10.0% to 6.3%.

Our mean ethnicity pay gap

To calculate the mean ethnicity 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.

	White	Black, Asian, mixed race, other	Pay gap
Mean hourly pay	£28.77	£24.64	14.4%
Mean annual salary	£52,361	£44,845	

This year, the average pay for a person from a black, Asian, mixed race, or other ethnic group was 14.4% less per hour than the average pay for a white person. This mean ethnicity pay gap shows that for every £1 a white person received, a person from a black, Asian, mixed race, or other ethnic group received 86p.

If we were to exclude the chief executive (a white man) from the data, the overall mean ethnicity pay gap would narrow from 14.4% to 12.7%.

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

Comparing median and mean 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 captures the effect of a small number of high earners. This is something we're interested in, because we recognise that women's responsibilities beyond work have traditionally limited their access to higher-level, higher-paid jobs, and that people who are black, Asian, mixed race, or of other ethnicities often experience barriers to entry and progression in our workplaces.

The difference between an organisation's mean and median pay gaps 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	2024	2025	percentage point change 2024–25
Median gender pay gap by hourly rate	10.8%	7.6%	6.8%	15.2%	22.3%	13.7%	12.0%	8.0%	8.5%	0.5%
Mean gender pay gap by hourly rate	14.9%	15.7%	17.7%	16.5%	17.4%	12.4%	12.8%	9.2%	10.0%	0.8%

This year, our median and mean gender pay gaps remain similar to each other, suggesting we don't have concentrated groups of extremely high or low earners.

Our median and mean ethnicity pay gaps since voluntary reporting began

	2019	2020	2021	2022	2023	2024	2025	percentage point change from 2024 to 2025
Median ethnicity pay gap by hourly rate	19.8%	20.0%	11.2%	14.5%	16.8%	10.7%	12.1%	1.4%
Mean ethnicity pay gap by hourly rate	25.2%	19.9%	8.7%	11.1%	13.1%	9.6%	14.4%	4.8%

This year, our median and mean ethnicity pay gaps are similar to each other, suggesting we don’t have concentrated groups of extremely high or low earners.

Our median and mean pay gaps by ethnicity

Focusing on specific ethnic groups shows how the pay gap varies by ethnicity. This is something we are interested in, as we work to understand the lived experiences of all our people and the potential barriers to progression that specific ethnic groups may face at work.

Ethnicity group	Number of employees who disclosed ethnicity	Median pay gap	Mean pay gap
Total black, Asian, mixed race, and other	116	12.1%	14.4%
Black, African, Caribbean, black British	34	26.8%	15.6%
Asian, Asian British	63	5.6%	14.8%
Mixed ethnic groups	17	13.2%	8.8%
Other	2	–	–

The overall median pay gap of 12.1% widens to 26.8% when we examine just our black, African, Caribbean and black British employees. It narrows to 5.6% when we look at just 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. However, it’s important to note that when pay gap data is based on a small number of individuals, it can vary significantly over time due to staff changes during the year.

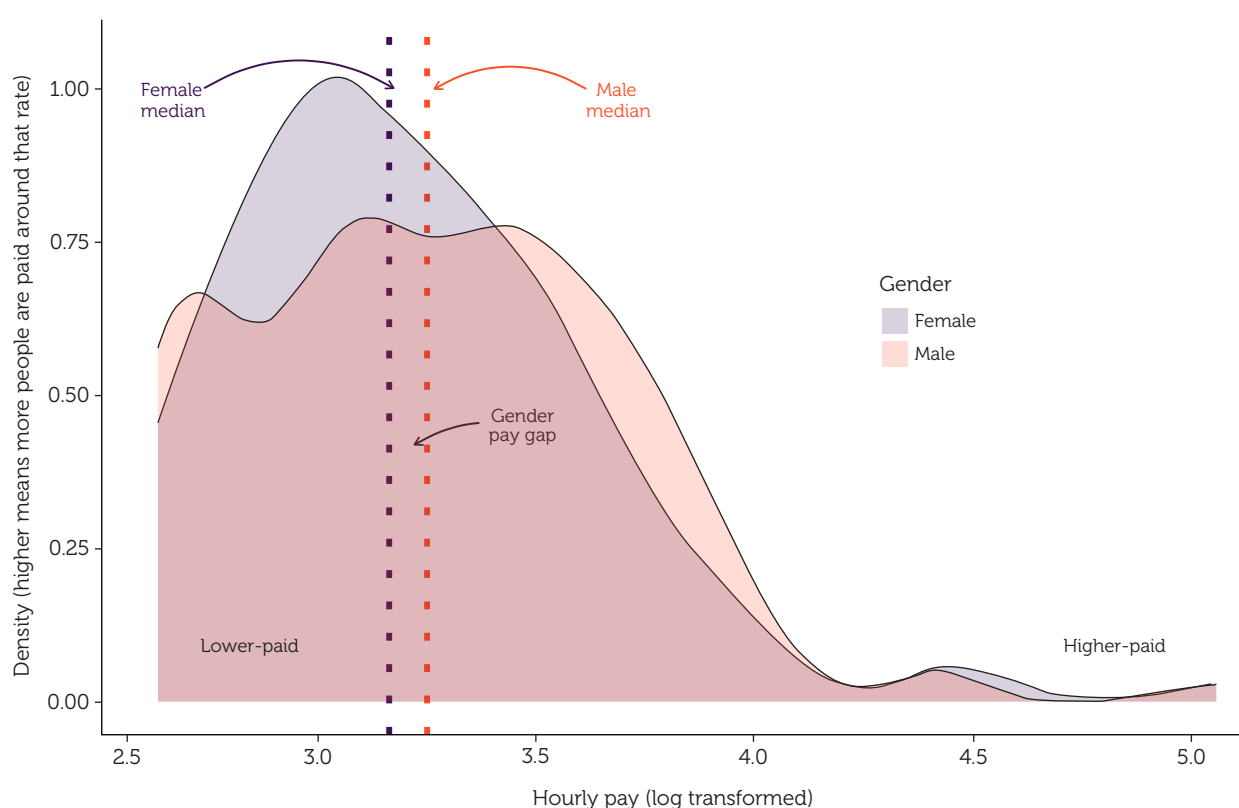
We support the government’s proposal in the Equality (Race and Disability) Bill that there should be a minimum of 10 employees in any group being compared in terms of pay. That’s why we have not published data for those employees in the ‘Other’ category. Disclosing the figures for only two people would contravene data protection and risk identifying those 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.

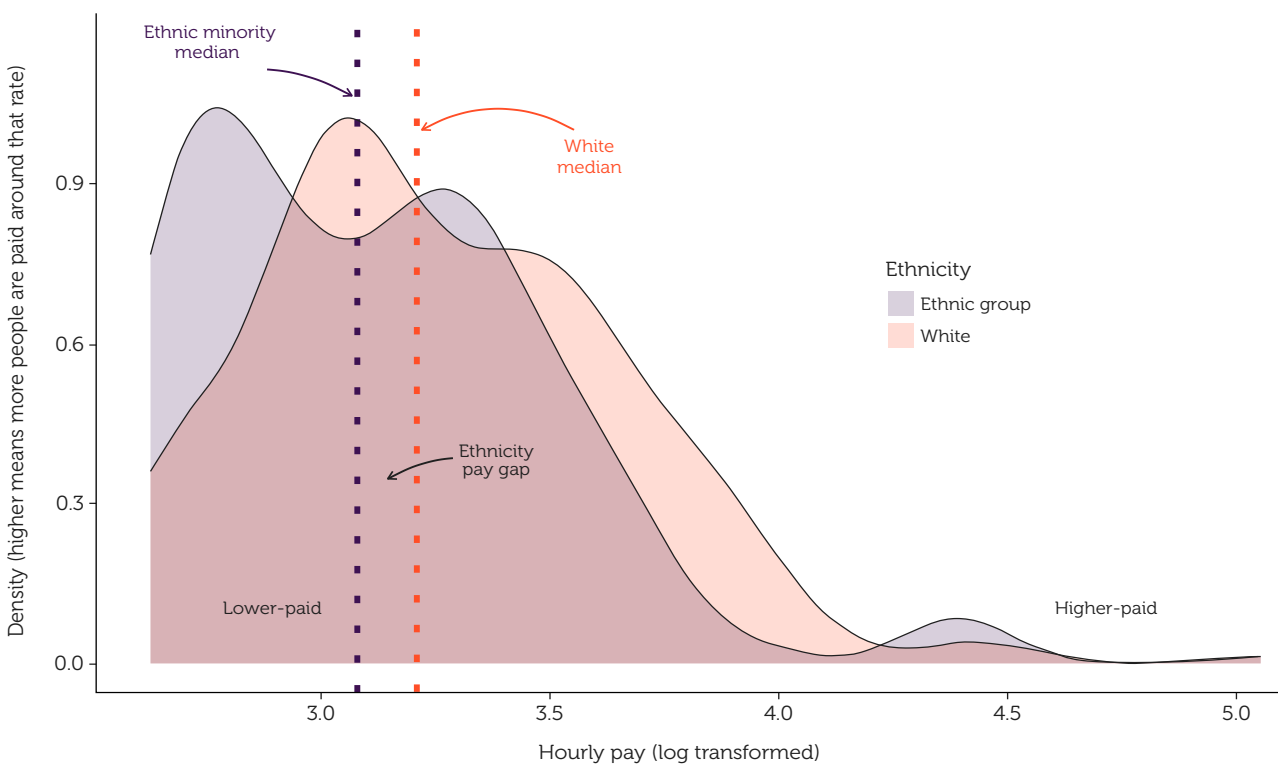
This measure of centredness is useful because it tells us how people's average pay varies by their gender or ethnicity. However, to truly understand how our people practices affect our pay gaps, we need to analyse the distribution of pay across our organisation.

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 have been more likely than women to occupy higher-paid roles.

The distribution of our people of different ethnic groups, by their hourly pay

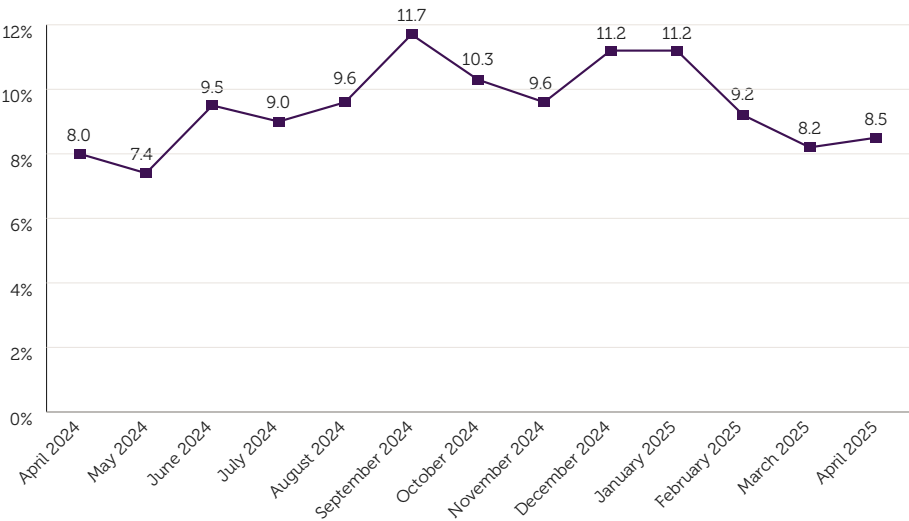


Within the CIPD there is significant overlap between the distribution of pay across employees of different ethnic groups. However, the white group is weighted more heavily towards the higher end of the distribution. People from black, Asian, mixed race, or other ethnic groups have been more likely to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

Taking account of how pay changes during a year

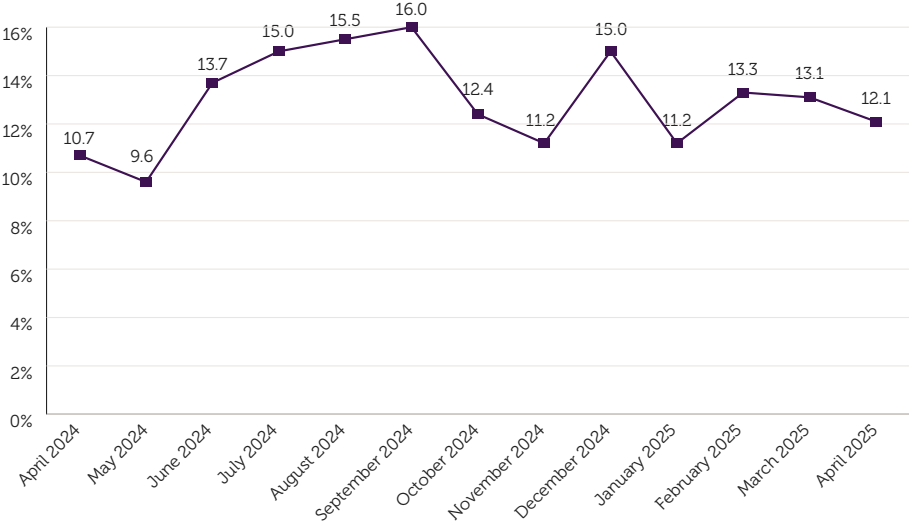
The statutory requirement is that we report our gender pay gap data taken on the snapshot date of 5 April each year. We use the same date to voluntarily report our ethnicity pay gap data. Inevitably, this results in relatively arbitrary headline pay gap figures. We are cautious in using them to interpret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

Our median gender pay gap, month by month, for the UK tax year 2024/25



Throughout the last UK tax year, our median gender pay gap fluctuated between a high of 11.7% in September 2024 and a low of 7.4% in May 2024.

Our median ethnicity pay gap, month by month, for the UK tax year 2024/25



Throughout the last UK tax year, our median ethnicity pay gap fluctuated between a high of 16.0% in September 2024 and a low of 9.6% in May 2024.

Taking account of people changes during a year

In a medium-sized 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, by gender

	Number of roles	Median hourly salary	Median pay gap	Mean hourly salary	Mean pay gap
Female leavers	56	£23.13	13.8%	£27.35	21.9%
Male leavers	26	£26.82		£35.03	
Female joiners	38	£19.78	10.0%	£23.04	11.4%
Male joiners	15	£21.98		£26.01	

On average, the men who left us this year earned more than the women who left, with a median pay gap of 13.8%. The women who joined us this year earned less than the men who joined us, with a median pay gap of 10.0%. This has had little impact on our overall median gender pay gap.

The median and mean earnings of our joiners and leavers this year, by ethnicity

	Number of roles	Median hourly salary	Median pay gap	Mean hourly salary	Mean pay gap
White leavers	46	£25.40	10.3%	£29.37	8.9%
Black, Asian, mixed race, and other leavers	35	£22.79		£26.76	
White joiners	23	£22.53	18.3%	£25.79	17.4%
Black, Asian, mixed race, and other joiners	30	£18.41		£21.29	

On average, the people from black, Asian, mixed race, and other ethnic groups who left us this year earned less than the white people who left, with a median pay gap of 10.3%. The people from black, Asian, mixed race, and other ethnic groups who joined us this year earned less than the white people who joined us, with a median pay gap of 18.3%. This has widened our overall median ethnicity pay gap slightly.

Our bonus pay gaps

We operate two very different performance-related bonus schemes for a small number of our employees: one for our customer service team and one for people responsible for sales and revenue targets.

Only 16 people were eligible for these bonuses in this reporting period (compared with 25 people last year).

The percentages (and total numbers) of our men and women who received a bonus

The gender 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.

Our gender bonus pay gap this year is based on 10 men and six women.

	2017	2018	2019	2020	2021	2022	2023	2024	2025
Men	85%	21%	25%	26%	16%	79%	49%	12%	9%
	(88)	(20)	(24)	(24)	(18)	(93)	(57)	(14)	(10)
Women	85%	24%	21%	24%	15%	80%	51%	4%	2%
	(195)	(48)	(47)	(57)	(35)	(197)	(139)	(11)	(6)

Our median and mean gender bonus gaps since statutory reporting began

	2017	2018	2019	2020	2021	2022	2023	2024	2025	percentage point change from 2024 to 2025
Median bonus gap	26.8%	2.5%	−0.3%	24.6%	−0.2%	0.0%	0.0%	46.1%	−521.4%	−567.5%
Mean bonus gap	25.7%	29.3%	−29.4%	53.0%	69.7%	29.4%	52.6%	78.4%	84.5%	6.1%

This year, the men receiving a bonus were working predominantly in customer service roles. The women were more evenly distributed across customer service and sales roles. This is why our median gender bonus pay gap changed significantly in favour of the women who received a bonus.

The percentages (and total numbers) of employees, by ethnicity, who received a bonus

The ethnicity 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 those paid to employees from black, Asian, mixed race, or other ethnic groups. Only relevant employees who received a bonus are included in the calculation.

Our ethnicity bonus pay gap is based on 11 white colleagues and five from black, Asian, mixed race, and other ethnic groups.

	2019	2020	2021	2022	2023	2024	2025
White employees	24%	28%	18%	81%	48%	6%	5%
	(63)	(67)	(42)	(201)	(126)	(15)	(11)
Black, Asian, mixed race, and other ethnic group employees	20%	15%	11%	79%	57%	9%	4%
	(16)	(13)	(11)	(84)	(66)	(10)	(5)

Our median and mean ethnicity bonus gaps since voluntary reporting began

	2019	2020	2021	2022	2023	2024	2025	percentage point change from 2024 to 2025
Median bonus gap	20.4%	14.8%	33.8%	0.0%	0.0%	48.0%	94.1%	46.1%
Mean bonus gap	15.5%	5.6%	41.5%	14.9%	7.5%	54.7%	92.7%	38.0%

Our median ethnicity bonus has widened in favour of white people, reflecting the distribution of people between our customer service and sales roles.

Changes to our bonus pay gaps over time

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.

In 2022, we paid every eligible employee a one-off £1,000 additional payment, to recognise our people’s hard work and high performance. In 2023, we offered a one-off cost-of-living payment. Both payments were classed as a bonus and this reduced our bonus gaps.

We no longer have an organisation-wide bonus scheme.

Appendices

Appendix A

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

The overall proportions of men and women across pay quartiles has changed very little this year.

		Number		%	
		Men	Women	Men	Women
Upper quartile	2025	33	56	37%	63%
	2024	36	60	37%	63%
	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	2025	26	64	29%	71%
	2024	28	68	29%	71%
	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	2025	22	67	25%	75%
	2024	22	74	23%	77%
	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	2025	28	62	31%	69%
	2024	32	64	33%	67%
	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%

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

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

		Number		%	
		White	Black, Asian, mixed race, other	White	Black, Asian, mixed race, other
Upper quartile	2025	70	17	80%	20%
	2024	71	22	76%	24%
	2023	74	21	78%	22%
	2022	67	22	75%	25%
	2021	64	20	76%	24%
	2020	71	10	88%	12%
	2019	72	8	90%	10%
Upper-middle quartile	2025	54	33	62%	38%
	2024	66	28	70%	30%
	2023	70	25	74%	26%
	2022	65	24	73%	27%
	2021	60	25	71%	29%
	2020	64	18	78%	22%
	2019	70	10	88%	12%
Lower-middle quartile	2025	65	22	75%	25%
	2024	64	30	68%	32%
	2023	66	29	69%	31%
	2022	65	24	73%	27%
	2021	58	27	68%	32%
	2020	56	26	68%	32%
	2019	54	26	67%	33%
Lower quartile	2025	44	44	50%	50%
	2024	56	38	60%	40%
	2023	54	42	56%	44%
	2022	51	38	57%	42%
	2021	52	33	61%	39%
	2020	49	33	60%	40%
	2019	53	27	66%	34%

Appendix B

Our median gender pay gaps, by year and by quartile

Our median gender pay gap has changed most, and widened, in the upper pay quartile.

		Hourly earnings		Pay gap (%)
		Men	Women	
Upper quartile	2025	£41.04	£39.46	3.9%
	2024	£40.02	£39.38	1.6%
	2023	£39.77	£38.12	4.2%
	2022	£38.46	£36.93	4.0%
	2021	£37.09	£35.16	5.2%
	2020	£35.72	£34.31	3.9%
	2019	£35.01	£33.05	5.6%
	2018	£34.22	£33.63	1.8%
	2017	£41.40	£31.75	23.3%
Upper-middle quartile	2025	£28.93	£27.49	5.0%
	2024	£28.73	£27.47	4.4%
	2023	£27.57	£26.76	2.9%
	2022	£26.82	£25.63	4.4%
	2021	£26.37	£24.51	7.1%
	2020	£25.89	£23.08	10.9%
	2019	£24.73	£24.73	0.0%
	2018	£23.63	£23.34	1.2%
	2017	£22.42	£21.32	4.9%
Lower-middle quartile	2025	£21.58	£20.94	3.0%
	2024	£21.19	£20.49	3.3%
	2023	£20.14	£19.97	0.8%
	2022	£18.89	£18.78	0.6%
	2021	£19.23	£18.41	4.3%
	2020	£18.06	£17.70	2.0%
	2019	£18.13	£17.51	3.4%
	2018	£17.06	£17.89	-4.9%
	2017	£16.73	£16.94	-1.3%
Lower quartile	2025	£14.61	£16.09	-10.1%
	2024	£14.56	£16.07	-10.3%
	2023	£14.01	£15.11	-7.9%
	2022	£14.84	£14.18	4.4%
	2021	£13.25	£14.39	-7.0%
	2020	£13.02	£13.32	-2.3%
	2019	£13.16	£12.97	1.5%
	2018	£12.97	£12.91	0.4%
	2017	£12.68	£12.78	-0.8%

Our median ethnicity pay gaps, by year and by quartile

Our median ethnicity pay gaps have widened most in the upper pay quartile, in favour of white people, and in the lower pay quartile, with people from black, Asian, mixed race, or other ethnic groups earning more than white people.

		Hourly earnings		Pay gap (%)
		White	Black, Asian, mixed race, other	
Upper quartile	2025	£39.93	£37.77	5.4%
	2024	£39.56	£39.18	1.0%
	2023	£39.21	£37.43	4.5%
	2022	£38.46	£34.07	11.4%
	2021	£35.71	£34.76	2.7%
	2020	£34.70	£36.40	-4.9%
	2019	£35.01	£33.05	5.6%
Upper-middle quartile	2025	£27.81	£27.47	1.2%
	2024	£28.20	£27.24	3.4%
	2023	£27.47	£27.47	0.0%
	2022	£26.12	£26.64	-2.0%
	2021	£25.77	£26.37	-2.3%
	2020	£23.60	£24.70	-4.7%
	2019	£24.73	£24.73	0.0%
Lower-middle quartile	2025	£21.05	£21.18	-0.6%
	2024	£20.63	£20.66	-0.2%
	2023	£20.00	£19.80	1.0%
	2022	£18.86	£18.63	1.3%
	2021	£18.55	£18.68	-0.7%
	2020	£18.00	£17.60	2.2%
	2019	£18.13	£17.51	3.4%
Lower quartile	2025	£15.47	£15.79	-2.1%
	2024	£15.96	£15.37	3.7%
	2023	£15.43	£13.83	10.4%
	2022	£14.53	£13.40	7.7%
	2021	£14.45	£13.19	8.7%
	2020	£13.90	£12.90	7.2%
	2019	£13.16	£12.97	1.4%

Appendix C

Our mean gender pay gaps, by year and by quartile

Our mean gender pay gap has changed most, and widened, in the upper-middle pay quartile.

		Hourly earnings		Pay gap (%)
		Men	Women	
Upper quartile	2025	£47.66	£43.46	8.8%
	2024	£47.81	£43.60	8.8%
	2023	£47.01	£41.60	11.5%
	2022	£46.28	£39.79	14.0%
	2021	£44.38	£38.38	13.5%
	2020	£42.74	£37.26	12.8%
	2019	£43.25	£38.03	12.1%
	2018	£42.91	£39.05	9.0%
	2017	£43.25	£38.40	11.2%
Upper-middle quartile	2025	£28.71	£28.00	2.5%
	2024	£27.96	£28.01	-0.2%
	2023	£27.54	£27.00	2.0%
	2022	£26.74	£26.02	2.7%
	2021	£26.21	£25.19	3.9%
	2020	£25.33	£24.08	4.9%
	2019	£24.19	£24.37	-0.8%
	2018	£23.67	£23.62	0.3%
	2017	£22.88	£22.20	3.0%
Lower-middle quartile	2025	£21.56	£21.10	2.1%
	2024	£21.07	£20.79	1.3%
	2023	£20.28	£20.01	1.3%
	2022	£19.24	£19.11	0.7%
	2021	£18.96	£18.57	2.1%
	2020	£18.20	£17.84	2.0%
	2019	£17.82	£17.70	0.7%
	2018	£17.07	£17.68	-3.6%
	2017	£16.56	£16.95	-2.4%
Lower quartile	2025	£15.41	£16.01	-3.9%
	2024	£15.21	£15.83	-4.1%
	2023	£14.70	£14.99	-2.0%
	2022	£14.52	£14.32	1.3%
	2021	£13.94	£14.27	-2.4%
	2020	£13.46	£13.60	-1.0%
	2019	£13.03	£13.28	-2.0%
	2018	£13.06	£13.20	-1.1%
	2017	£12.87	£12.88	-0.1%

Our mean ethnicity pay gaps, by year and by quartile

The mean ethnicity pay gap has narrowed slightly in the upper-middle quartile.

		Hourly earnings		Pay gap (%)
		White	Black, Asian, mixed race, other	
Upper quartile	2025	£44.52	£45.93	-3.2%
	2024	£44.74	£46.52	-4.0%
	2023	£43.40	£44.08	-1.6%
	2022	£42.29	£41.13	2.7%
	2021	£40.91	£41.09	-0.4%
	2020	£38.90	£40.70	-4.6%
	2019	£43.25	£38.03	12.1%
Upper-middle quartile	2025	£28.04	£27.95	0.3%
	2024	£28.12	£27.57	2.0%
	2023	£27.13	£26.87	1.0%
	2022	£26.09	£25.88	0.8%
	2021	£25.36	£26.20	-3.3%
	2020	£24.40	£24.50	-0.4%
	2019	£24.19	£24.37	-0.7%
Lower-middle quartile	2025	£21.14	£21.19	-0.3%
	2024	£20.88	£20.87	0.1%
	2023	£20.13	£20.01	0.6%
	2022	£19.10	£18.99	0.6%
	2021	£18.64	£18.80	-0.9%
	2020	£18.00	£17.80	1.1%
	2019	£17.82	£17.70	0.7%
Lower quartile	2025	£15.87	£15.65	1.4%
	2024	£15.70	£15.48	1.4%
	2023	£15.07	£14.66	2.7%
	2022	£14.48	£14.15	2.3%
	2021	£14.31	£13.94	2.6%
	2020	£13.80	£13.00	5.8%
	2019	£13.03	£13.28	-1.9%

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