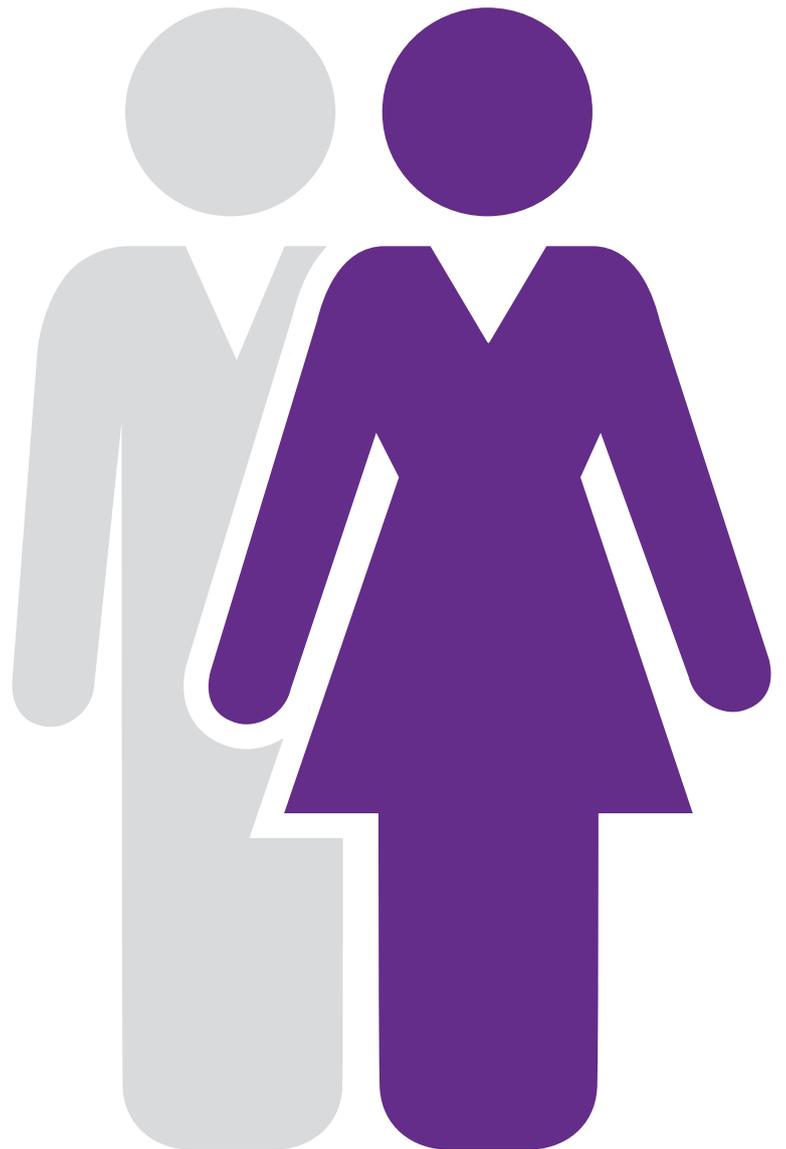


gender pay gap report

2017



Who we are

CIPFA is the only professional accountancy body in the world exclusively dedicated to public finance. Our 19,000 members and students work throughout the public services, in national audit agencies, in major accountancy firms, and in other bodies where public money needs to be effectively and efficiently managed.

Globally, CIPFA shows the way in public finance by standing up for sound public financial management and good governance. We work with donors, partner governments, accountancy bodies and the public sector around the world to advance public finance and support better public services.

Not only is CIPFA the only professional accountancy body in the world exclusively dedicated to public finance in the world, but we are dedicated to the development of our teams. Our employees help shape national and international policy and standards, champion good practice, provide training and advisory services for governments and public services on a global level.

As an organisation we welcome the new drive to shed light on gender pay gaps and fully recognise the need to improve on our own.

Why has CIPFA got a gender pay gap?

The total number of staff accounted for in CIPFA's gender pay gap report for 2017 was 257 of whom 128 were men and 129 women. The figures are provided based on hourly rates of pay at 5 April 2017.

As a medium sized organisation small fluctuations in the senior levels of the team can have a significant impact on the gender pay gap. The considerably higher proportion of men in the upper quartile heavily impacts on the level of our gender pay gap. For example were the chief executive female the overall mean gender pay gap would drop from 17% to 12%.

Mean gender pay gap

17.1%

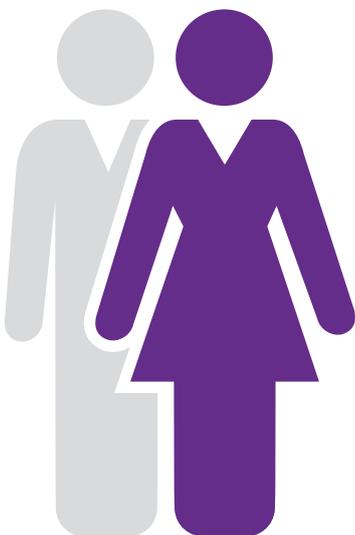
Median gender pay gap

8.7%

What is the gender pay gap?

The gender pay gap shows the differences in the average pay between men and women.

It is important to distinguish between gender pay and equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value. It is unlawful to pay people unequally because they are a man or a woman.

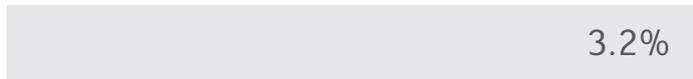


Bonus

At CIPFA we have a group bonus scheme which all staff are eligible to receive if the scheme is triggered by meeting annual financial targets. In 2017 the scheme was not triggered. When the scheme is activated as part of our senior management moderation process we review the overall ratings against job level and gender to monitor for any undue bias.

For staff working in dedicated sales roles a sales commission scheme was in place which constituted a bonus payment under the regulations. This was triggered by the achievement of a certain level of sales in a given period. Bonus payments were determined as a percentage of sales above a target level and not a percentage of salary. At the time the members of the team who were eligible numbered 5, of whom one was a female.

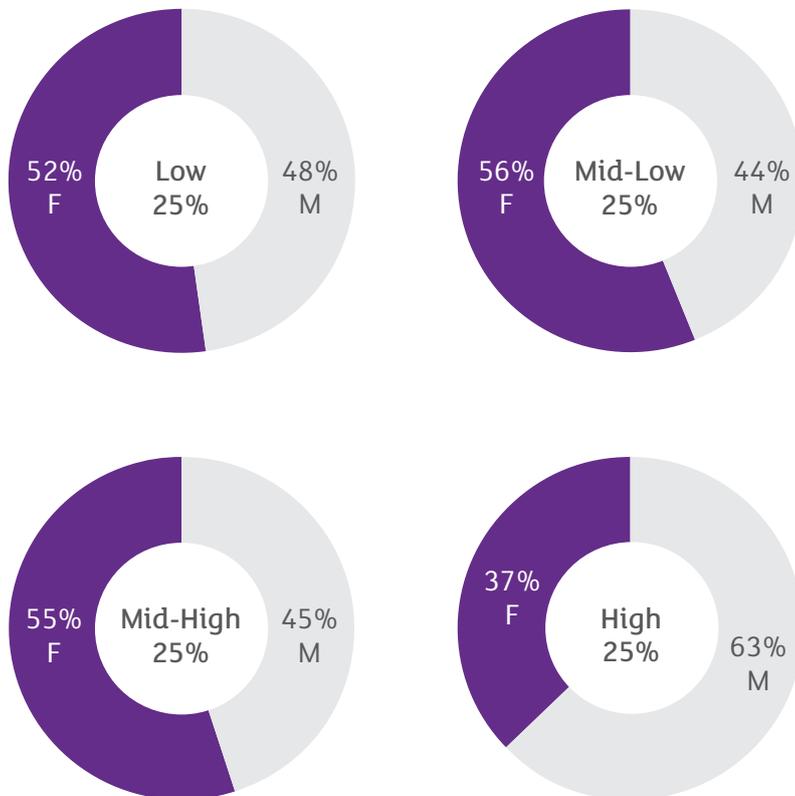
Proportion of Males receiving a bonus



Proportion of Females receiving a bonus



Proportion of Male (M)/Female (F) in each quartile pay band



Mean bonus pay gap

4.1%

Median bonus gender pay gap

16.4%

Definitions

Mean gender pay gap

Average hourly pay rate for all male Full Pay Relevant Employees; same for females

Median gender pay gap

Median of all hourly salary pay rates of males; same for females

Mean bonus pay gap

Total bonus for all males, divided by the number of Full Pay Relevant Employees; same for females

Median bonus gender pay gap

The values used for this calculation are the combined bonus for each employee, so in this case since there is only one female with bonuses, the median is their combined bonus for the whole year

Proportion of Male/Female receiving a bonus

Calculated by dividing the number of males who received a bonus, by the total number of males in the organisation; same for proportion of females

What we are doing to close the gap



We recognise the need to improve on our gender pay gap and particularly to encourage more women to apply for senior positions. We are confident that we have a fair and consistent approach to paying individuals and we are committed to being an equal opportunities employer and appointing the best candidate for each role, regardless of their gender or other personal characteristics.



As an organisation with *Investors in People* recognition we want to enable all our employees to become 'the best they can be' and help them to get ready for emerging opportunities. We have created a Talent Management Board to oversee career and talent management across the organisation, and through this will explore what, if any, factors may be discouraging women to apply for senior roles and how we best address these.



We plan to run refresher workshops for recruiting managers over the coming year to update their skills and knowledge including increasing awareness of unconscious bias. We will continue to have a gender balance on our recruitment panels for all senior positions and aim to do so for all roles going forward.



We will continue to offer a range of flexible working practices and policies to support our employees' carer commitments and other work life balance considerations. We have recently reviewed our homeworking and flexible working policies to reflect the increased demand for ad hoc flexibility in working patterns across all job levels and locations. We will continue to monitor the outcomes of all flexible working requests to ensure that we are taking a fair and consistent approach.

We have identified a number of actions which are being taken forward in the current year, however we will continue to consider what other actions we may take to help reduce the gap in the future including how we factor in gender pay gap considerations into our overall recruitment, retention and reward strategies.

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

Rob Whiteman
Chief Executive, CIPFA

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