

Impact report

2022–2023

Leveraging the skills and expertise of the people profession in order to tackle barriers to work and create inclusive workplaces.

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This year has been a year of development for the CIPD Trust, through our programme expansion and delivery and a new approach to assessing the difference we make. This report details the impact achieved over the past financial year and our future ambitions.

Our ambition is to deliver and champion social change through the power of the people profession. This distinctive **access to the expertise** of a uniquely skilled and experienced pool of mentors drawn from the people profession and the CIPD's 160,000 professional members across the UK labour market, offers us the **ability to influence systemic change**. Through creating a more diverse profession, we are seeking to build a fairer, more accessible world of work. I'm so excited by the opportunity the CIPD Trust has with its position within the CIPD and access to its membership. With the support of the people profession, I'm confident that with our focused ambition we can make real change to **perceptions, policy and practice**, to create more inclusive workplaces.”



Sally Eley, Head of CIPD Trust

“

With the CIPD, we have more than 100 years of experience championing better work and working lives, and a deep understanding of the workforce. We have a track record of impact with effective interventions with returners to work, young people joining the workforce, and those displaced from work during the COVID-19 pandemic.



Through the CIPD Trust we will have even greater impact over the coming years and we look forward to reporting our progress on an annual basis through the CIPD Trust's Impact Report.”

Peter Cheese, CEO of the CIPD

Our strategy

Our key objectives

Diversify the profession

Increase the scale and impact of our bursaries, coaching and mentoring to diversify and strengthen the profession. We will specifically target underrepresented groups.

Enable access to and progression in work

Develop compelling interventions to deliver change at scale. We will target people with convictions, refugees and those aged 50+.

Convene and connect

Use our convening power to create 'coalitions for change' to drive long-term advocacy, policy and practice change.

Measuring our impact across three core outcomes

Greater access to and a better experience of work for individuals

Organisational practice that improves working lives

A diverse, equitable and prosperous society providing fairer work

Key principles

Relentlessly focus our support towards people with barriers/disadvantage • Evidenced based and measurable • Offer the opportunity for relationship-building • Have a clear link to the skills of the people profession and its impact • Create maximum reach and impact

Our approach to impact measurement

To enable us to track the impact against our ambitions, we have been working with Bean Research to develop an impact framework to create the structure for evaluation. The framework is the result of collaborative work and consultation across the CIPD, reflecting the objectives, activities and desired outcomes for the CIPD Trust programmes collectively.

Impact framework

WHAT:

Leveraging the skills and experience of the people profession to create inclusive workplaces

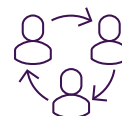
HOW:



DIVERSIFYING THE PEOPLE PROFESSION



TACKLING BARRIERS TO WORK



CONVENING AND CONNECTING THROUGH PARTNERSHIPS

MEASURED BY:

Greater access to and a better experience of work for individuals

- People helped to access and progress in work
- Progression in the people profession
- Increased resilience, confidence in the future and skills developed
- Sustained employment

Organisational practice that improves working lives

- Increased understanding of the value in recruiting people with hurdles to work (and increased capacity to effect change)
- Evidence of changes made – policies and procedures, language, recruitment practices, etc
- A more diverse, inclusive and effective people profession

A diverse, equitable and prosperous society providing fairer work

- Evidenced change in communities with hurdles to work
- Clearer understanding of what works and sharing across coalition of partners
- Changed public policy
- More inclusive, diverse workplaces

Better work and working lives

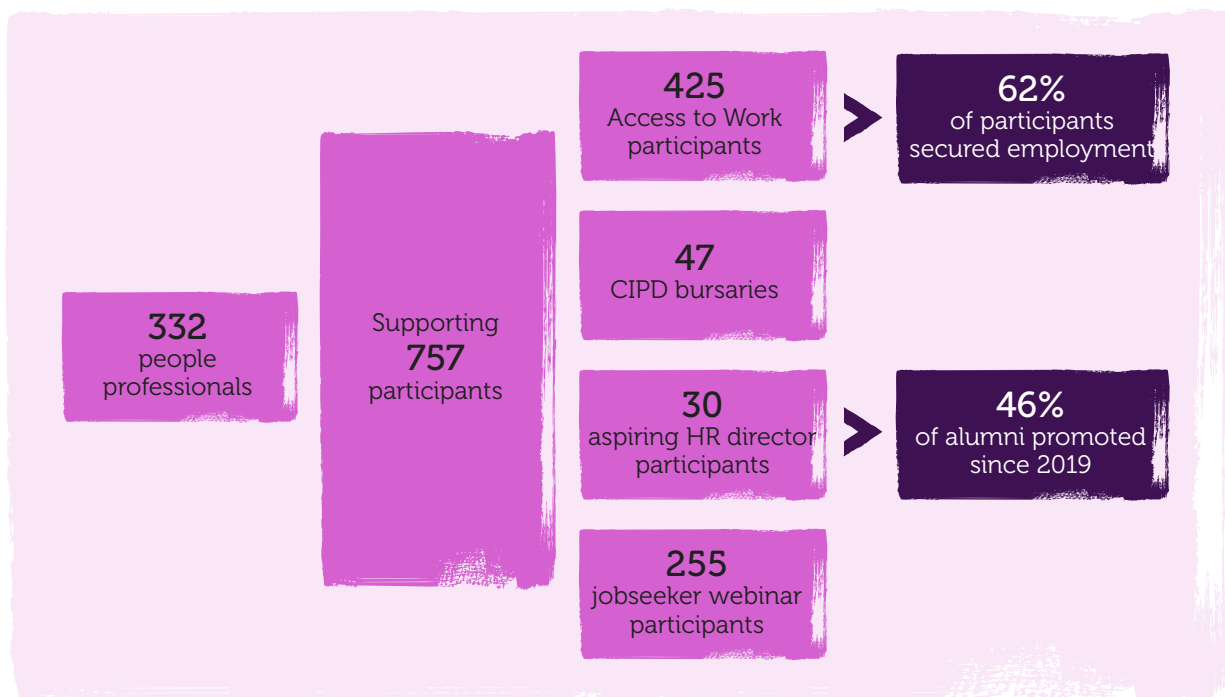
This report is based on programmes across the last year (July 2022 – June 2023).

From July 2023, our reporting will go further by evidencing the difference made to individuals, as well as how engagement for those already in the profession leads to changed organisational practice that improves working lives. We will reflect how this collectively leads to a more diverse, equitable and prosperous society, providing fairer work.

Summary of impact so far

We harness the expertise of CIPD members and professionals across our wider community, giving them the opportunity to share their talents and expertise with those who are most in need of extra support.

This year, we've started to increase the scale and impact of our coaching and mentoring programmes for people professionals, with **332 people professionals across five programmes**, supporting **757 individuals**. In addition, we recruited 459 Enterprise Advisers on behalf of the Careers & Enterprise Company, to support the delivery of careers education within schools.



Diversifying the profession

New bursary programme

The CIPD Trust Bursary Fund helps people kick-start their career in the people profession, by providing financial support where it's needed most. This year it granted over £70,000 to **47** individuals to study for a CIPD Foundation in People Practice or an Associate Diploma qualification.

The CIPD Trust Bursary Fund covers the full or part cost of the course and/or membership to the CIPD, and is broken down as follows:

- **66%** studying Foundation in People Practice
- **11%** studying Associate Diploma Organisational Learning & Development
- **23%** studying Associate Diploma in People Management
- **100%** were granted CIPD membership, accessing networks and opening doors to the wider HR and people profession.

47

student bursaries supported



Bursaries are targeted at those with barriers to work, whether refugees, older career-changers, parent returners, single parents, carers, those on universal credit, individuals who've

disclosed a disability or neurodiversity, or those living with a mental health condition. Of the 47 recipients, 11 were refugees from Afghanistan, Cameroon, Iran, Turkey and Ukraine who have been matched to appropriate qualifications. The bursaries have enabled individuals to significantly change their career prospects.

Anastasiya moved to the UK as an experienced HR business partner and a learning and development professional from the Ukraine. Struggling to develop networks and secure employment, she also needed a CIPD qualification to resume her profession in the UK. With limited financial means, she contacted RefuAid for help. With their support through the application process, she was awarded a CIPD Trust bursary, and has been able to start working towards her qualification, while seeking employment in her field.

“I am tremendously grateful to RefuAid for the connection to the CIPD, and to the CIPD Trust for providing me with a bursary to study and be able to find work shortly!” Anastasiya

“I was overwhelmed by the support I received from the Bursary Fund. I want to become a senior specialist in people management, to promote the purpose and values of the people profession, drive innovation and change, and constantly improve, learn and apply new knowledge in my daily practice.” Roxy Kaminska

“I have been struggling for a long time in jobs with a low income, so this help from the CIPD Trust Bursary Fund will improve my family's quality of life. I am delighted.” Monique Knight

The Aspiring HRD programme

The Aspiring HR Directors programme is a 9–12-month mentoring programme designed to drive greater diversity at the senior levels of the people profession.

Aspiring HR directors from backgrounds underrepresented at the top of the profession are matched with current HR directors (HRDs) and chief people officers (CPOs). Pairs connect

to discuss the transition to leadership and how to develop the behaviours and skills necessary to progress in the profession, while tackling any barriers that exist for the mentee. Mentoring is accompanied by a series of three live learning interactions on different aspects of being an HRD, including the theory behind the move from operational to strategic roles.

45%

of Aspiring HRD programme participants are from **ethnic minority** groups

87%

of Aspiring HRD programme participants are **female**

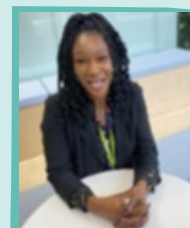
17%

of Aspiring HRD programme participants have a **disability**

19%

of Aspiring HRD programme participants identify as **LGBTQ+**

Rachel, a previous participant in the Aspiring HRD programme, was mentored by Lynn Perry, People Director at END Clothing. Following their interactions, Rachel was promoted to Group Head of Equity, Diversity & Inclusion at Manchester Airports Group.



“I appreciated having a safe space to share my work experiences and challenges as a black woman in leadership. The workshops and the mentoring conversations were powerful and helped shape my thinking. It allowed me to see my diversity, authenticity and identity as a powerful resource and consider what impact I wanted to make through work. It had been a while since I had the opportunity to focus on my own development to that extent.”

As a result of the positive impact on her personal development, Rachel is keen to ‘pay it forward’ by mentoring on future CIPD Trust programmes.

“I love my job, love being an HR/ people professional and love the opportunity to be able to give back to future (people) leaders too.”

Stuart Branch, Group People & Technology Director, Weetabix; Aspiring HRD mentor

As of June 2023, the programme has seen a total of 94 mentees go through. **Forty-six per cent** of the alumni have been promoted to more senior roles, many to HRD or CPO.

46% promoted to more senior roles

We are building on the success of our mentoring programmes, the contributions of people professionals who volunteer with us, and the partners who work with us to bring about change and enable access to work for even more people with barriers to work.

Building on success – new Future People Leaders programme

Since its launch in 2019, the Aspiring HRD programme has clearly supported those facing barriers to their progression to senior leadership within the people profession, while the growing CIPD Trust Bursary Fund supports earlier entrants to the profession. To provide similar support for mid-tier levels of the people profession, we are launching the **Future People Leaders programme** in autumn 2023, to support individuals with barriers to progression earlier in their career.

Enabling access to and progression in work

For those who are furthest from the labour market or facing the most significant of barriers, confidence in themselves and what they can achieve is often difficult to find. Our work brings together the passion and skill of the people profession, empowering individuals to achieve their full potential and giving them the confidence and self-belief to succeed.



The six-month mentoring programme (for young people, and for returners to work) has supported **62%** of participants **into work or further training** – 21 young people and 46 parents.



Genuinely couldn't be more thrilled. I have a job I love in in a sector I would never have looked at. I'm so much happier. This changed my life."

Kristy, parent mentee



I'm about to start a new job that fits exactly with what I was looking for."

Cass, parent mentee



The most surprising thing was that I got hired, because I had started doubting my skills, but everything is related to know how to apply and how to manage all the process." Aida, young person mentee

Arijit wanted to better understand the UK jobs market and how to secure a suitable role that suited his skills. He was matched with mentor Natali Lewis.



Natali's advice and support was helpful in helping me find a job. Our sessions were very impactful as Natali provided me with all the support and useful tips I needed."

Cass was self-employed and wanted to secure an employed role with better opportunities for career progression. She had previously been on universal credit and needed to find a role that would provide the flexibility she needed to fit her circumstances and allow her to support her children. Cass was matched with mentor Katie, who helped her find a job after two months of mentoring.

“Katie Bradley is fantastic – positive, thorough and super supportive. She really listened to what I was looking for in my new role, came up with several creative ideas for my job search, gave my CV some great tweaks, researched roles extensively in her own time, helped me with application questions and interview prep, and, above all, kept me motivated and focused.”



Launched this year, the **CIPD Trust jobseekers webinar series**, developed and delivered by people professionals, had three modules:

- Make it work: getting the job you want after a career break
- Seven seconds to shine: attract the right attention with your application
- Pave the way for job success: making the first 90 days count.

255 jobseeker webinar participants

The series supported 255 jobseekers, parents returning to work and people just starting work. All participants say they would recommend the webinars to others.

Increased resilience and confidence in the future

The **Enterprise Advisers programme**, run in partnership with the Careers & Enterprise Company (CEC), helps careers leaders and education leaders to build connections between employers and their education institutions to improve young people's career prospects in the area. Since 2016, 2,738 people have been through the programme. Volunteers use their skills and expertise to support schools in planning and building effective career strategies, drawing on experiences and networks to develop

meaningful connections with local employers. These HR and business professionals have collaborated strategically with staff and leaders to develop strong careers programmes in schools and colleges.

As a result, **32% of students** who participated increased their awareness of different careers; **22%** improved their **employability skills** and **22%** now have a greater understanding of what they need to do to achieve their ambitions.

“First, the CIPD's manner and approach far exceeds many interviewers I have since come across in my search for a new role. However, most importantly, the CIPD's decision to recognise and listen to my transferability of skills and how I can adapt, I believe supported me to be successful. The CIPD remained open-minded to my career journey and saw the opportunity and enthusiasm I would invest into the role.” Enterprise Adviser

“We've set up graduate schemes and apprenticeships. This was always in the pipeline, but this experience accelerated the need for creating programmes. We're creating more meaningful experiences.” Enterprise Adviser

“The strength of partnership working with the CIPD over the last seven years has been a major asset for the CEC as we've moved from start-up to scale-up. It's been great for us to have the power of such a strong and enduring brand alongside us during this time. It has enabled many great individuals to join the careers education cause through signing up as Enterprise Advisers. But more than that, the mission as a whole has been elevated to HR and people-focused professionals across the country.” John Yarham, Deputy CEO, Careers & Enterprise Company

Anecdotal feedback on our mentoring programmes focuses on knowledge and confidence in particular.



Parent mentees talk about how they were equipped with information and advice on CVs, job search techniques and the current employment landscape. Many also mention **increased confidence** because of their mentoring experience.



I will definitely not undersell myself because I work part-time and have the confidence to always ask the employer what I need in terms of flexibility."

Caroline, parent mentee



The most valuable thing I got out of the programme was gaining my confidence back and understanding what I was worth in the market in terms of my skillset. Having a mentor behind me gave me that support."

Nancy, parent mentee

Young people participating in the programme also talked about practical help in the job search and application process, with mentors increasing their knowledge in areas like CVs, cover letters and the job market.

Convening and connecting: The power of our network

Using our convening power to 'create coalitions' for change to drive long-term advocacy, policy and practice change is the third objective in our strategic plan – fostering connections, and tracking any resulting change within the organisations.



We're keen to connect employers working in this area and highlight those in our network who have developed new and innovative ways of supporting underrepresented groups into work or progression in work. We see this as an opportunity to work with those who want to get more involved as a key part of the overall ambitions of our work.

CIPD Festival of Work

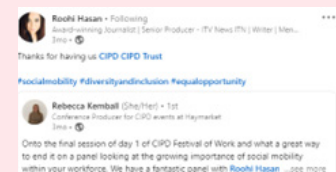
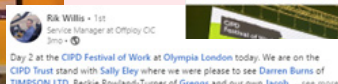
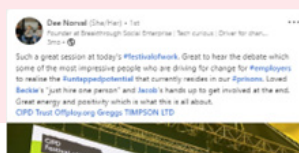
The **CIPD Festival of Work** provided a powerful platform to connect and inspire employers.

On day one, we hosted a great conversation on 'The growing importance of looking at social mobility in your workforce' with the Youth Group, ITN, Ministry of Justice UK and the Social Mobility Foundation. The panel discussed outreach programmes, and how people professionals can ultimately make a positive impact through coaching and mentoring to enable workplace diversity and inclusivity.

We chaired an inspiring panel session on day two: 'Is finding untapped talent in underrepresented groups the solution to resourcing?' Greggs, Timpson Limited and Offplay talked about how employers can drive change and embrace untapped talent that resides in our prisons.



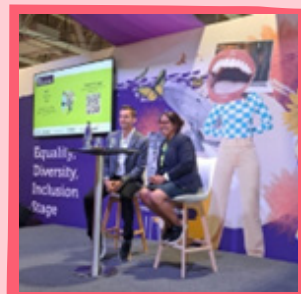
Jacob Hill, Managing Director of Offplay: Closing Remarks at CIPD Event - The untapped talent





A mentor on our Aspiring HRD programme, Lisa Robbins (VP Partner Resources EMEA), connected the CIPD Trust with her colleague, Director of Strategic Programmes Russell Butcher. He was able to share their work in supporting refugees into employment in the UK. Since 2016, Starbucks has employed approximately 1,000 refugees.

Using our platform at the CIPD's Annual Festival of Work event, we showcased the work of Russell and his team, explaining the huge benefits that skilled refugees brought to the workplace, and shared their supportive model for replication by other organisations, encouraging more employers to tap into this pool of talent. Starbucks' shared experience helped us to shape our own programmes to support refugees into the people profession and the wider workforce.



“As the employer, we feel like the beneficiary – in receipt of a huge wealth of talent and diverse skills, which enriches our workforce.” Russell Butcher, Director of Strategic Programmes, Starbucks

In February, our **Aspiring HRD celebration event** brought **59 senior people professionals** together at Westminster City Council to hear from our mentee and mentor panel about the impact of the programme. As a result, we met with 19 prospective partners and employers. Key conversations with Starbucks, Pret a

Manger, Everton FC and National Grid led to agreements to support, pilot and trial our work. We're also in conversation with Age UK, Recruitment and Employment Confederation (REC) and the Centre for Ageing Better to push the Access to Work agenda for workers in their 50s and 60s.

Partners – bringing people and communities together

Developing and sharing best practices across our partners and the wider employer community is an important part of enabling the provision of fairer work. We're collaborating with partners and expert charities to develop a clearer understanding of what works, and

sharing this expertise with major UK employers in the CIPD network and through strategic partnerships with organisations like Centre for Ageing Better, St Giles Trust, City & Guilds Foundation, Offploy, RefuAid, Breakthrough, New Futures Network, and Working Chance.



Employers – organisational change and ripple effects

Our mentors not only guide and support mentees, but learn from their mentoring experiences. They take changed perceptions, attitudes and behaviours back into their workplace, creating a ripple effect of impact. Going forward, our evaluation will track the ripple effect of mentors instigating organisational change within their own businesses.

Our engagement with businesses in the CIPD network has demonstrated a clear appetite to support people facing the greatest barriers to work. To foster action, they require more guidance, support and advice. To make this happen, we have come together with these organisations to develop new pilot programmes, directly promoting and supporting inclusivity in the workplace and making a meaningful impact on local communities.

What next?

We aim to develop compelling interventions to deliver change at scale, specifically targeting people with convictions, refugees and displaced people, and workers in their 50s and 60s.

There's clear evidence that we're playing an important role – we want to build on this by creating coalitions for change, a powerful movement led by the people profession in **changing perceptions, policies and practice**.

In the next year we will focus our work on three initiatives supporting people with barriers to employment or progression:

1 Supporting people with convictions through our lived experience pilot, reducing reoffending by helping people through early career support.

To support people with convictions, we've partnered with Offploy and St Giles to develop a new pilot programme for 20 people with lived experience, providing support in their first year of employment from people profession mentors. The programme will focus on rebuilding skills and confidence to help those who have been out of the workplace to reintegrate successfully.



Offploy is on a mission to support more employers to hire socially excluded people. Offering second chances reduces reoffending and makes us all safer. Partnering with the CIPD to mentor socially excluded people not only gives the people we support the tools to sustain employment, but also has a positive impact on the perceptions of the mentors, who are often decision-makers when it comes to hiring people with convictions.

This project has the ability to give hiring managers the confidence and tools to hire people with convictions, fill the chronic skills shortage, reduce the taxpayers' burden of the criminal justice system, reduce reoffending and, above all, give someone the opportunity to prove themselves and contribute to society.

“This is an exciting partnership. We have a lot of members of staff with lived experience of the criminal justice system. Our aim is to create social justice and a society where everyone has a future. We want those who have put their lived experience behind them to benefit from the experiences and expertise of others and to empower them at work.” Andrew Parker, Skill Centre Manager at St Giles Trust

2 Tackling unemployment rates for refugees and displaced people through a partnership with City & Guilds Foundation, RefuAid and Student Action for Refugees.

Growing numbers of refugees in the UK and high unemployment rates within this group have created a clear need for support within this community. We believe we can help businesses and the people profession to recognise that hiring refugees addresses skill gaps, creates a diverse and inclusive workforce, and delivers significant social impact by transforming the lives of those seeking sanctuary in the UK.



The untapped talent of refugees will be harnessed to further the objective of diversifying the profession. We've partnered with **City & Guilds Foundation**, **RefuAid** and **Student Action for Refugees** to increase meaningful employment opportunities for refugees through the provision of support, mentoring and bursaries.

The programme will support employers to recruit and retain refugees in employment, allow charities to build on their existing offers to refugees, and grant access to unique opportunities for those they work with, and will also enable mentors to develop their mentoring, coaching and advocacy skills.



Faiza Khan MBE (She/Her) • 1st

Executive Director, Corporate Affairs & Foundation, City & Guilds

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Given the increased focus on skills gaps – **City & Guilds** is working to highlight the untapped talent of refugees coming into the UK or who are already here. As we know we are seeing an increase in refugees and still have other communities in the UK who are cut off from work and from opportunities. All at a time when our economy is shrinking. We also know, many of the skills refugees have could be perfect for non-for-profit orgs, whereby not only could their technical and trade skills be of use, but also their lived experience.

We explored this in several ways and were particularly interested in the impact of placing refugees in the Human Resources sector, not only to maximise the impact of accessing secure and sustained employment for the individuals but the ripple effect their lived experience can have on others within the community.

So, in my new role here, one of the things we are doing is more partnerships with purpose. One of those is working with the **CIPD** Trust to help unlock opportunities for refugee communities.

3 Helping workers in their 50s and 60s by promoting part-time or flexible work and providing mentoring and skills training.

We recognise that there's an urgent need for the development of new approaches to support older workers back into the labour market. The economic, social and economic arguments for investment are clear.

Labour market data has shown that adults aged over 50 years are growing in number and are driving inactivity.

This economic inactivity is hampering the UK economy, but it also represents a significant social issue, both for individuals who wish to work but are unable to, and for those local communities who are seeing an increase in worklessness.

Working with the Centre for Ageing Better, Age UK and a network of age-friendly employers, we will be seeking ways in which we can harness the skills and expertise of the people profession to develop groundbreaking models of support.

Find out more and keep up with our latest news at **cipdtrust.org**



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