

# Gender pay gap report 2024

## Introduction

Gender pay gap reporting has been a legal requirement for eligible organisations since 2017. Though we are not legally required to report on or publish our gender pay gap information, doing so signifies our commitment to tackling gender inequality and details the actions that we will take in this regard.

Our last gender pay gap report was published in 2023. This report outlines our gender pay gap as of April 2024.

We are committed to fostering an inclusive and equitable workplace and are taking proactive steps to address the identified pay gap.

## Understanding the data

In this report, 222 employees have been accounted for. Our analysis reveals the following gender pay gap:

### Mean gender pay gap: 24%

This means that, on average, women earn 24% less than men at CIPFA.

### Median pay gap: 25%

This means that when all salaries are lined up in order from lowest to highest, the middle female earns 25% less than the middle male.

### Pay quartiles

Our workforce has been divided into four equal pay quartiles, from lowest to highest paid, to understand the distribution of men and women across the organisation:

Quartile	Female	Male
Lower	70%	30%
Lower middle	56%	44%
Upper middle	48%	52%
Upper	35%	65%

## Analysing the data

The data indicates a significant gender pay gap, with women disproportionately represented in the lower and lower middle quartiles and significantly underrepresented in the upper quartile. This suggests that CIPFA is consistently recruiting more women than men into lower paid jobs, and fewer women than men into higher paid roles.

### Key observations:

**Concentration of women in lower quartiles:** A higher percentage of women are in the lower and lower middle pay quartiles. This indicates that we are consistently recruiting more women than men into lower paid roles such as those in customer services and events. We'd like to better understand why more women than men tend to occupy these roles.

**Underrepresentation in upper quartile:** Only 35% of the highest-paid quartile are women, demonstrating a lack of female representation in highly paid positions. We want to understand whether there are real or perceived barriers towards senior or highly paid roles for women within the organisation, either during recruitment or in career progression.

**Potential departmental segregation:** Delving deeper into the data at a departmental level across the upper quartiles, there are areas where women are under-represented compared to men, or are not represented at all. In particular, the Advisory team has a relatively small proportion of women in its consultancy roles.

## Action plan

### 1. Encouraging more men into customer services and events based roles

We will actively encourage more men to apply for roles in our customer services and events teams to help address gender imbalance in these areas. This will involve:

- promoting the diverse range of opportunities within these teams
- highlighting the career development pathways available to progress at CIPFA
- ensuring that job descriptions and job advertisements are gender neutral
- challenging shortlists and selection methods when recruiting.

### 2. Targeted recruitment campaigns for consultant roles

We will target recruitment activity at attracting women to consultant and senior consultant roles. This will involve:

- highlighting female role models within the consultancy team as part of our recruitment website
- using more inclusive language in job advertisements
- advertising on female-focused recruitment platforms
- targeting recruitment shortlists with a greater balance of male and female candidates.

### 3. Further analysis of internal promotion activity

We will conduct a thorough analysis of our internal promotion processes to identify any potential biases or barriers that may be hindering women's career progression. This will include:

- greater scrutiny across all recruitment activity from role profiling through to offer, including internal transfers and promotions
- analysing promotion data by gender to identify trends. This has been tracked since January 2025
- providing unconscious bias and equity awareness training for managers involved in promotion decisions.

## **Monitoring and review**

We will regularly monitor the effectiveness of our action plan and track our progress in closing the gender pay gap. We will publish annual gender pay gap reports and review our strategies to ensure continuous improvement.

## **Conclusion**

We are committed to creating a fair and inclusive workplace where everyone has the opportunity to succeed, regardless of gender. We recognise that closing the gender pay gap is a long-term commitment and we will continue to work diligently to achieve this goal.



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