CIPD

This is to certify that

Jennifer Millar

has met the professional standards required as a

Associate Member

of the CIPD, the professional body for HR and people development.

In accordance with the CIPD's Charter and Bye-laws and associated Regulations, the above named is entitled to use the designation 'Assoc CIPD' and is bound by the CIPD's *Code of Conduct and Ethics.*

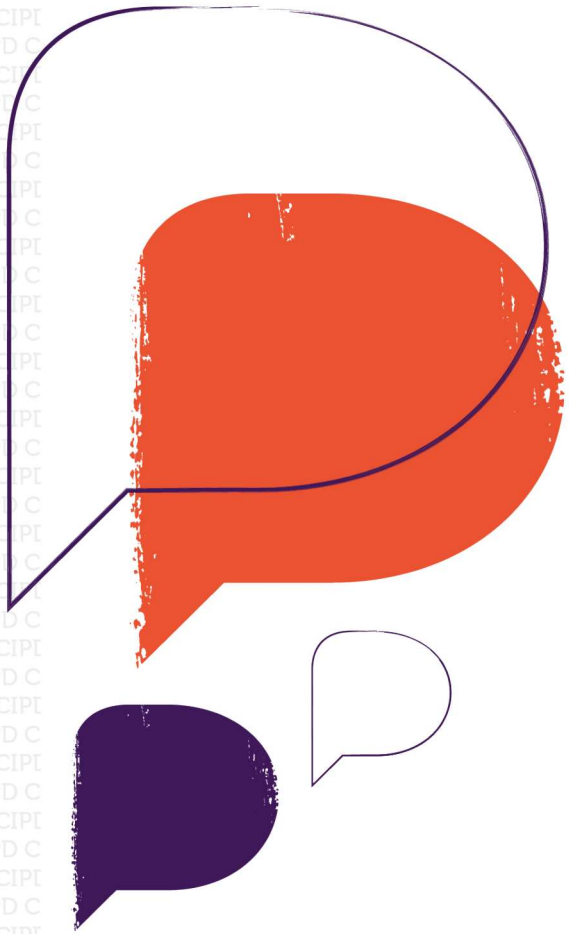
for and on behalf of the CIPD

President

Secretary

12/01/2026
Issued on

01/07/2026
Valid to



This certificate is the property of the CIPD to whom it shall be returned on demand.
It is only valid while the above named is in active membership. Incorporated by Royal Charter.
Registered as a charity in England and Wales (1079797), Scotland (SC045154) and Ireland (20100827).
8328/01/2023