



This is to certify that, having satisfied
the requisite Professional Standards,

Susan E Bryant

is a

CHARTERED FELLOW

of the Chartered Institute of Personnel and Development
and is entitled to use the designatory letters Chartered FCIPD, and to
the benefits of, and subject to, the Charter and Bye-Laws of the Institute,
and to such rules and regulations regarding the Institute, including its
Code of Professional Conduct, as shall from time to time be prescribed.

For and on behalf of the Institute

A handwritten signature in black ink that reads "Mike Kinski".

President

01/10/2003

Date admitted to grade

A handwritten signature in black ink that reads "Kristina Bryant".

Secretary

01/10/2003

Date issued

This certificate is the property of the Institute to whom it shall be returned on demand. It is only valid if supported by a current CIPD membership card. Individuals are only entitled to use designatory letters while in current membership. Incorporated by Royal Charter Registered charity no. 1079797