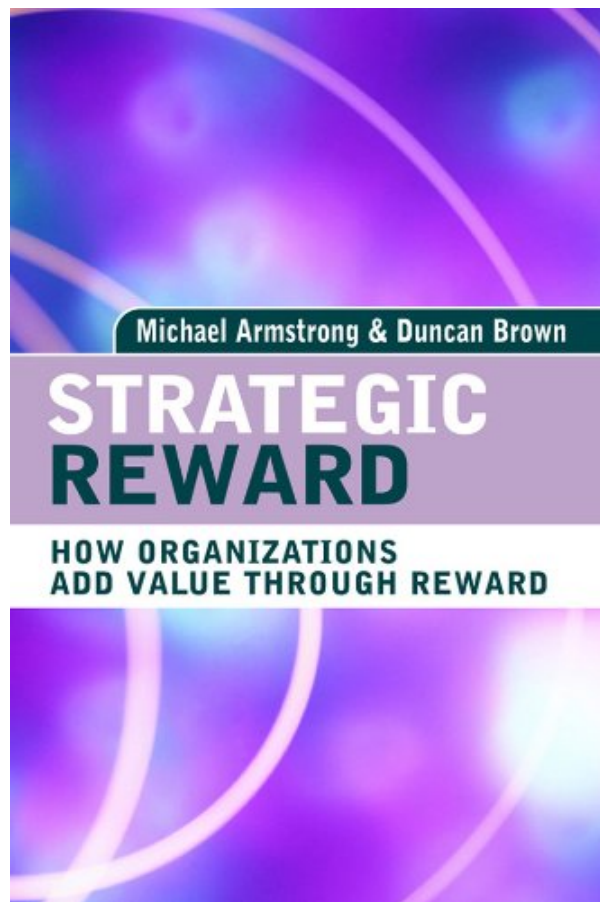
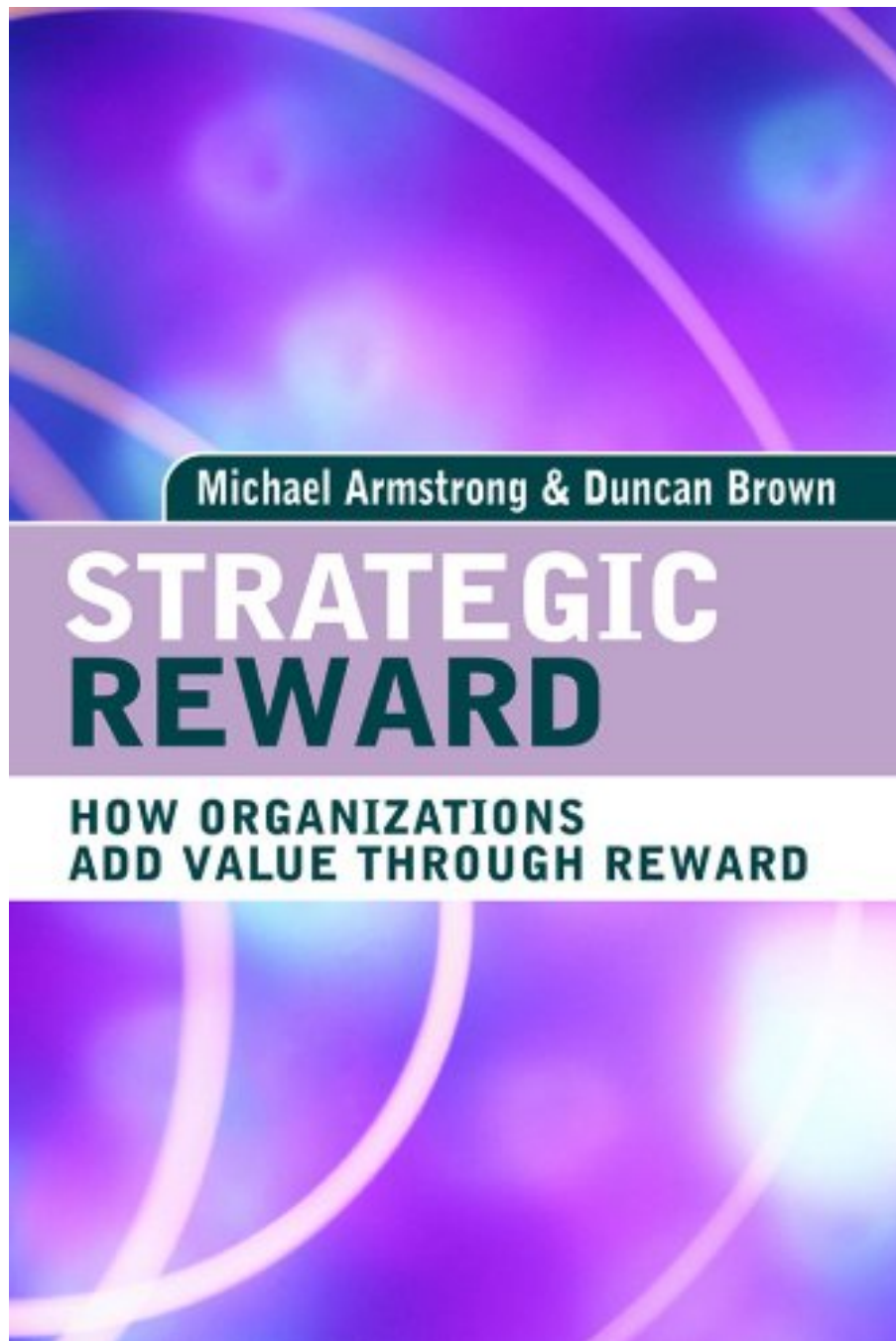


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## About the Author

Duncan Brown is Director of Reward Services at the Institute for Employment Studies. He has more than 20 years experience in reward consulting and research with firms including PricewaterhouseCoopers and Towers Perrin. He also spent five years as Assitant Director General at the Chartered Institute of Personnel and Development (CIPD). He has an MA from Cambridge University, MBA from the London Business School and is a Chartered Fellow of the CIPD.

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