

IRELAND 2024

Gender Pay Gap REPORT



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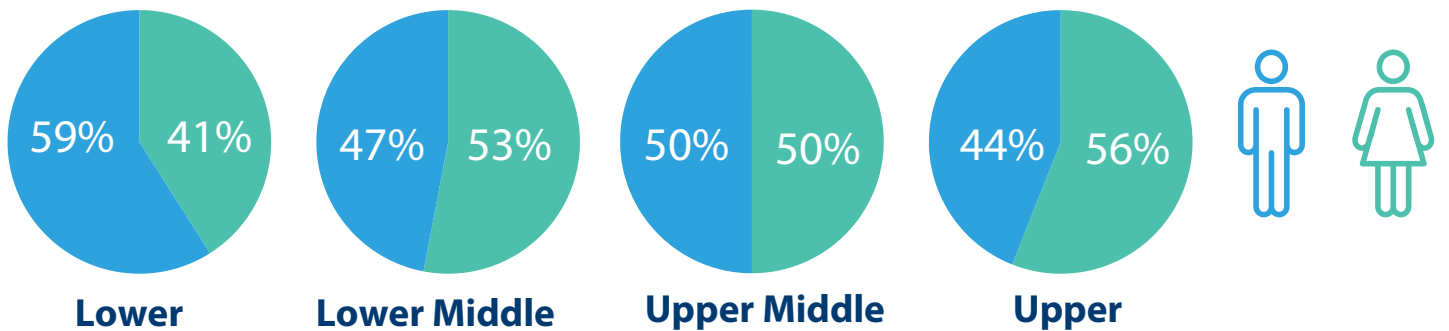
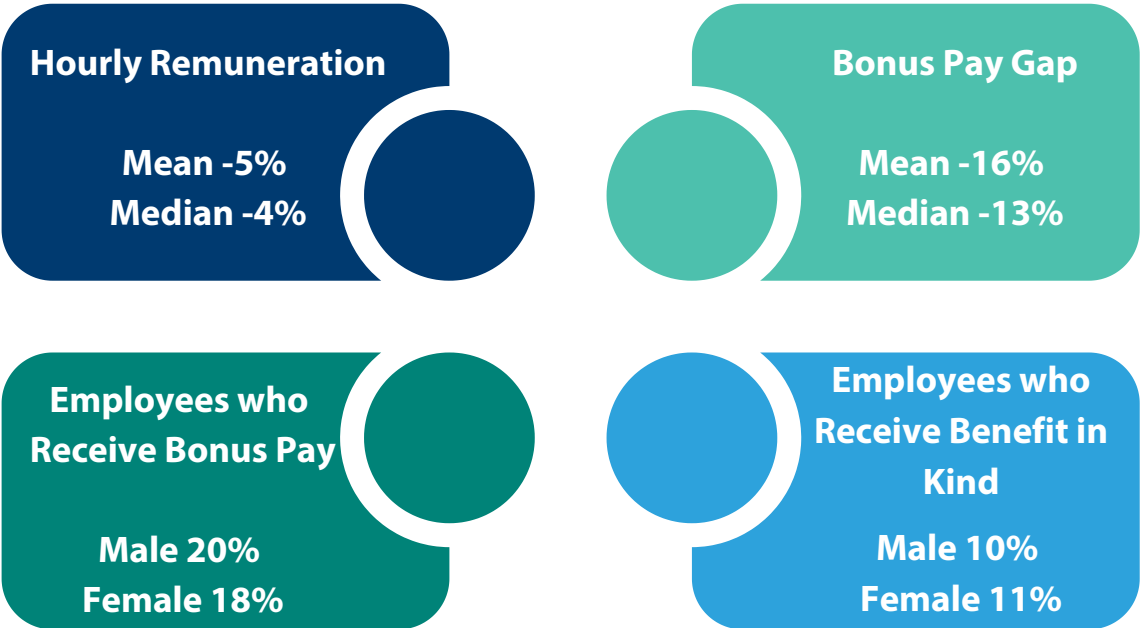
info@cpl.ie

The Cpl Group employed 13,965 in the Republic of Ireland as at the snapshot date of 28 June 2024 across eight legal entities. All entities are covered by the Gender Pay Gap Information Act 2021 and are set out in Appendix 1. For the purpose of our Gender Pay Gap report, we are reporting for the Cpl Group, which includes all internal direct and flexible talent. Our flexible talent employees include all employees on temporary, permanent, and fixed term employment arrangements with clients. We are also reporting for Computer Placement Limited, which includes all internal direct employees.



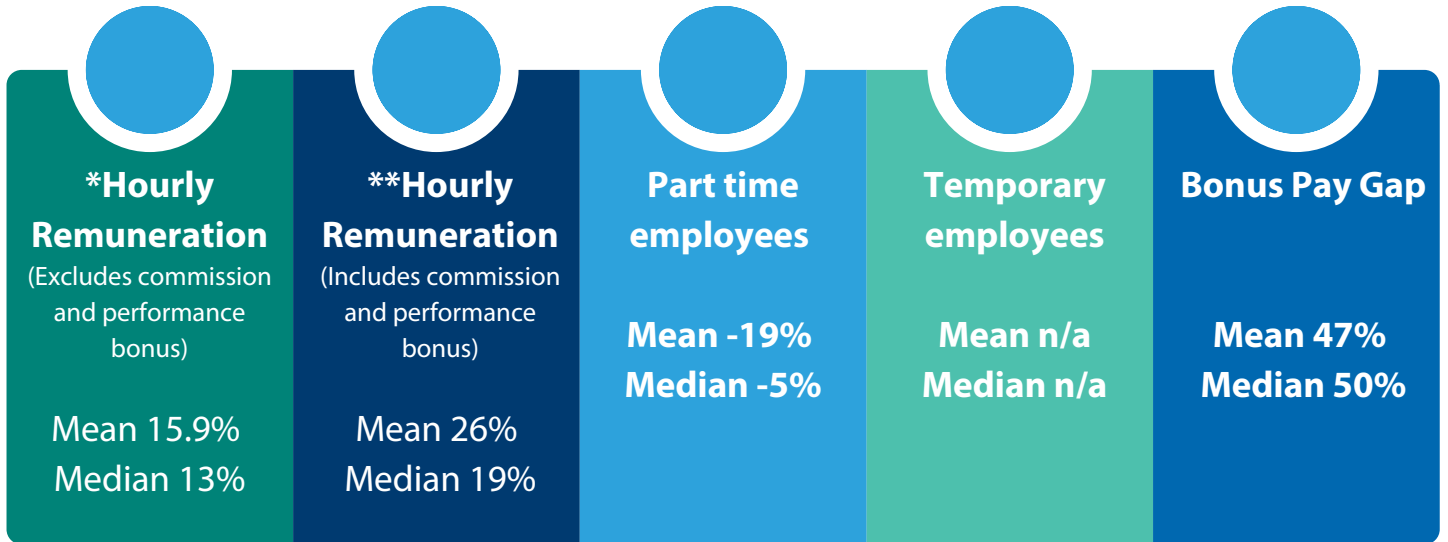
The gender pay gap for the Cpl Group is in favour of women.

Where a -% is indicated this is in favour of women



Computer Placement Limited employed 678 direct permanent employees in the Republic of Ireland as at the snapshot date of 28 June 2024. The gender pay gap for Computer Placement Limited is in favour of men.

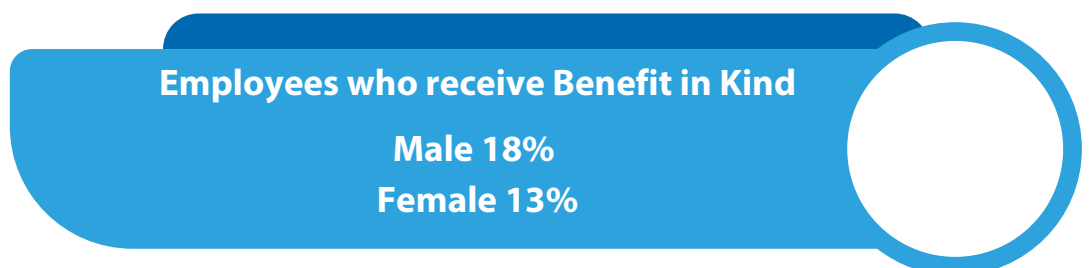
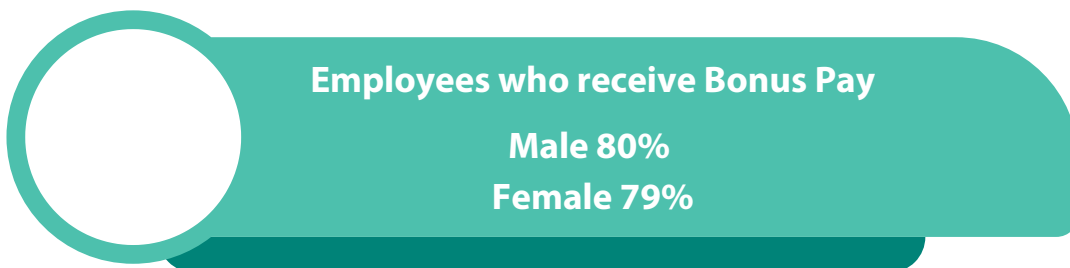
Where a -% is indicated this is in favour of women



**Cpl has provided the hourly remuneration gender pay gap excluding commission and performance bonus to demonstrate clearly the pay gap excluding these variable pay components.*

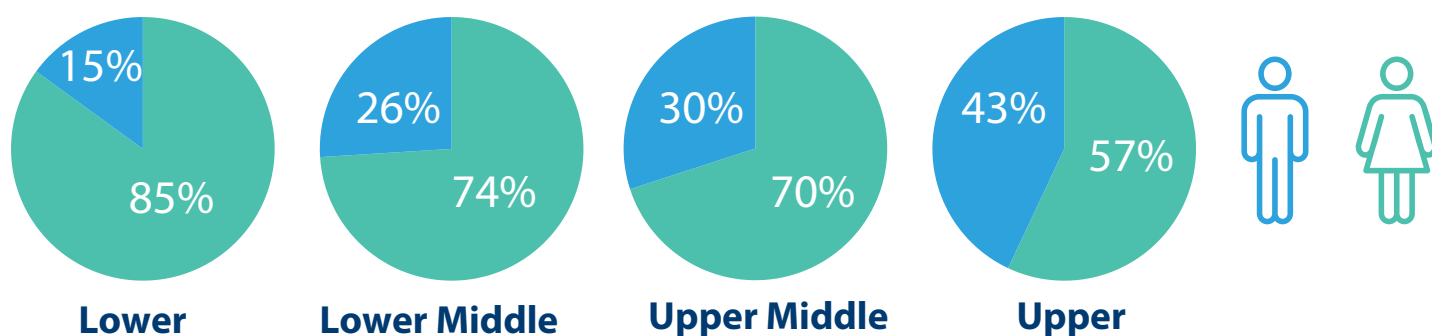
***Hourly remuneration which includes performance bonus and commission.*

At Cpl, commission is a variable pay component of our remuneration structure and there is no cap on earnings. This has a significant influence on the hourly remuneration computation and can drive pay in favour of men or women depending on the economic environment, the specialisms and experience of recruiters, along with the type and level of roles being filled on behalf of clients. The regulations under the Act, provide no basis for this variable pay element to be adjusted by any means, which therefore impacts the true picture of our gender pay gap.



Pay Quartiles

% male and female employee representation in each of the four pay band quartiles.



Understanding the Gender Pay Gap

At Cpl, our vision is to be the world's best at transforming our clients and candidates through sustainable, transformational talent solutions & experiences. As a talent solutions business, we understand that achieving this vision relies on working with exceptional people. We are dedicated to fostering a diverse and inclusive culture, and by reporting our gender pay gap, we aim to enhance transparency across our people practices. In this report, we outline the actions we are taking and our ongoing commitment to address the gender pay gap across the Cpl Group.

We have two significant cohorts of employees, those who are employed as direct employees and those who are employed as flexible talent on temporary, permanent, and fixed term contracts based on client needs and requirements. Computer Placement Limited employed 678 direct permanent employees in the Republic of Ireland as at the snapshot date of 28 June 2024.

At Cpl, gender representation is as follows:

- 50% of the Board of Directors are female including a female CEO and CFO.
- Our Group Executive is made up of 50% male and 50% female.
- Our Leadership Team has a high female representation of 53% and our total employee population has a further representation of 69%.
- Collectively the break down across the Cpl Group was 58% female, 42% male (as of our snapshot date 28 June 2024).

Cpl has been recognised for our achievements in Diversity, Equity & Inclusion as follows:

- We were awarded the 'Best Workplace Award - Over 250+ Employees' and 'Best Use of CSR in HR' at the HR Leadership Awards in 2024.
- Flexsource, a Cpl company, was awarded the 'Diversity, Equity and Inclusion' award at the Fingal Chamber Awards in 2024.
- Cpl were also shortlisted for DE&I related awards at the TIARA Awards, CIPD Ireland Awards, and the HR Leadership Awards in 2024.
- We have been recognised as one of the Best Workplaces for Women in Ireland every year since 2020.
- We were awarded the Gold Investors in Diversity EDI mark - the first Recruitment and Talent Solutions Provider and one of only twelve organisations in Ireland to attain this mark.
- We won 'Company of The Year' at the inaugural National Diversity Awards in 2023.
- We were awarded 'Best Diversity, Equality & Inclusion Strategy' at the ERF awards in 2023.
- We were awarded the 'Diversity, Equity & Inclusion Award' at the Business & Finance Awards in 2023.
- Cpl was also a finalist for DE&I related awards at the Diversity in Tech Awards, CIPD Awards, HR Leadership Awards & Chamber Ireland Awards in 2023.

Diversity, Equity, and Inclusion are deeply embedded in Cpl's commitment to excellence. We want to ensure that everyone we work with is given the opportunity to succeed. We are committed to making meaningful progress in reducing the gender pay gap and creating an environment where everyone can thrive and succeed. Our DE&I strategy is designed to incrementally reduce inequality in our workplace, within our supply chain and within the communities in which we operate.

We invite you to explore our gender pay gap report which details our actions and commitments and progress towards closing the gender pay gap at Cpl.



Lorna Conn
Chief Executive Officer, Cpl



Understanding the Data

Gender Pay vs Equal Pay	How Gender Pay is Calculated	Our legal obligations
<p>The gender pay gap should not be confused with equal pay, as they are not the same. Equal pay deals with the pay differences between men and women who are being paid equally for similar work, qualifications and experience.</p> <p>The Gender Pay Gap is the difference between what males and females earn at all levels across the organisation.</p> <p>This is measured by calculating the average earnings of both genders.</p>	<p>The mean pay is calculated by adding the total sum of male pay compared to the total sum of female pay.</p> <p>The median pay refers to the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all relevant income in the sample, lines them up in order from lowest to highest, and picks the middle rate.</p> <p>The gender pay gap is based on hourly rates of pay, which include overtime, allowances, performance bonus and commission.</p>	<p>The Gender Pay Gap Information Act 2021 requires companies with over 150 employees to report their gender pay gap data annually, and measures that are being taken to eliminate or reduce the gap.</p> <p>Employers are required to take snapshot data from June, with the figures reflecting the pay information from the previous 12 months.</p> <p>Each December, employers must publish their report on their website detailing their gender pay gap across a range of metrics.</p>

What's driving Computer Placement Limited's gender pay gap?

- In analysing the data, we have identified that there is higher female representation across the lower and lower middle pay quartiles, which confirms that female representation across our organisation is a key driver of our overall gender pay gap. This is particularly prevalent in our Talent Solutions and Healthcare business areas, where we have a high representation of female employees in recruitment and administration roles. In analysing the data further, our below management grade employed 455 individuals at the snapshot date, of which we had a female representation of 73.8%.
- As a business, we have a core value of empowerment which encourages all of our employees to adopt an entrepreneurial work ethic and mindset when driving business results. Commission is a key component of our remuneration model, with over 54% of employees subject to variable pay components including sales related bonuses. Given the high number of employees included in our commission schemes, the bonus pay gap has the potential to fluctuate year on year based on the individual's performance level and on attrition, regardless of gender.

Progress against our commitments from last year's report

1. Insights into GPG - Data-led decision making

- We have introduced real time DE&I dashboards for each of our business areas to further understand the demographics of our workforce.

2. Career Progression - Removing barriers for underrepresented groups

- Cpl's Career Development Framework & Core Competencies were implemented across the Cpl Group which supported our permanent employees.
- All employees have the same opportunities for progression in their careers based on our new framework.
- We have implemented a transparent promotion process providing clarity on the steps needed to progress your career within Cpl.
- 126 people were promoted in 2024, driving representation across all levels of the organisation. The Gender breakdown of these promotions is 32.5% Male: 67.5% Female.

3. HR Practices - To support our DE&I Strategy

- In 2024, we rolled out a group wide Performance Management objective driving the importance of DE&I in our cultural DNA.
- In 2024, we held over 10 Be Proud Cafés on a range of DE&I topics in 2024.
- In 2024 our Employee Network Groups expanded, and we hosted Employee Working Groups for Working Parents & Guardians, Fertility at Work and Menopause.
- We partnered with Fertility Matters At Work, hosted a launch event & webinars, set up a Working Group, created an information space on Workvivo and launched 3 new policies: Fertility & Family Planning, Pregnancy & Neonatal Loss & Surrogacy Leave.
- We introduced and promoted Balance Time, which is a flexible time currency for our people in prioritising work life balance conflicts and we introduced Summer FlexTime which allows early finishes on Fridays throughout August.
- In 2024, we partnered with The Menopause Hub to provide training and upskill 13 Menopause Champions and launched our Cpl Menopause Guide.
- We expanded our comprehensive offering of DE&I Training available to all employees such as Disability Inclusion & Accessibility.
- We held our annual International Women's Day & International Men's Day event and recognised Positive Role Models to mark both these occasions.
- We held a number of Disclosure & Support Training programmes throughout the year.
- We conducted our 2024 'Sense of Us Survey' to understand our demographics and to feed into our DEI Strategy.

4. Talent Attraction, Development & Retention - Attract, develop, and retain a diverse workforce who are supported to reach their full potential

- We designed and implemented a suite of leadership programmes that will nurture our future leaders in order to build a strong leadership pipeline.
- We implemented a DE&I data collection methodology to assess the composition of the potential workforce in terms of demographic characteristics such as race, ethnicity, gender, age, sexual orientation and disability status.

- We continued to train employees on Interview Training and Unconscious Bias.
- We continued to roll out programmes internally such as 'Leading the Future', 'Coaching to Empower' & our 'Mentoring Programme'.
- The purpose of DE&I data collection is to carry out analysis to ensure objective & fair recruitment processes. The DE&I data collection has no bearing on the decision making within the recruitment process but the findings may be used to influence our approach to attracting individuals and the training provided to hiring managers.

Actions & Commitments

1. Insights into GPG - Data-led decision making

- Continue to build on our DE&I dashboards to incorporate % gender pay gap by business area and to include analysis and narrative for any contributing factors and set out clear action plans by business area.

2. Career Progression - Removing barriers for underrepresented groups

- Continue to review the Cpl Career Development Framework to examine any potential barriers or opportunities for underrepresented groups regarding progression and internal mobility. This will be carried out through a DE&I impact assessment.

3. HR Practices - To support our DE&I Strategy

- Continue to drive and support our employee-led networks.
- Develop our 'Journey to Parenthood' framework that supports both parents and guardians in the workplace.
- Develop our Father's Parenting Toolkit to drive higher male participation across our range of family friendly policies and practices.
- Continue to embed our menopause working practices covering education, training and support.
- Continuously enhance our DE&I training to support continuous improvement and engagement on DE&I topics.

4. Talent Attraction, Development & Retention - Attract, develop, and retain a diverse workforce who are supported to reach their full potential

- Implement programmes to attract and develop talent from entry level roles to experienced hires to address the gender representation gaps.
- Continue to review our job adverts to ensure they are inclusive.
- Begin collecting candidate diversity data at recruitment stage for the purpose of analysis to ensure a fair and objective recruitment process. This is both internally and for clients. Continue to utilise and implement processes and technologies to support our hiring practices.
- Continue to train all employees involved in the hiring process on Interview Training and Unconscious Bias.

Appendix 1

Cpl registered companies in scope:

Computer Placement Limited

Cpl Solutions Limited

Occipital Limited

Cpl Healthcare Limited

Servisource Healthcare Limited

Servisource Recruitment Limited

PHC Care Management Limited

Techskills Resources Limited

Appendix 2 - Key metrics required under the legislation

- (a) the mean pay is calculated by adding the total sum of male pay compared to the total sum of female pay and the difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender.
- (b) the median pay refers to the difference between the median hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median hourly remuneration of employees of the male gender. It is the difference between the midpoints in the ranges of hourly earnings of men and women. It takes all relevant income in the sample, lines them up in order from lowest to highest, and picks the middle rate.
- (c) the difference between the mean bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean bonus remuneration of employees of the male gender.
- (d) the difference between the median bonus remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the median bonus remuneration of employees of the male gender.
- (e) the difference between the mean hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the mean hourly remuneration of part-time employees of the male gender.
- (f) the difference between the median hourly remuneration of part-time employees of the male gender and that of part-time employees of the female gender expressed as a percentage of the median hourly remuneration of part-time employees of the male gender.
- (g) the percentage of all employees of the male gender who were paid bonus remuneration and the percentage of all employees of the female gender who were paid such remuneration.
- (h) the percentage of all employees of the male gender who received benefits in kind and the percentage of all employees of the female gender who received such benefits.
- (i) the difference between the mean hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the mean hourly remuneration of employees of the male gender.
- (j) The difference between the median hourly remuneration of employees of the male gender on temporary contracts and that of employees of the female gender on such contracts expressed as a percentage of the median hourly remuneration of employees of the male gender.
- (k) the respective percentages of all employees who fall within each of:
 - (i) the lower remuneration quartile pay band,
 - (ii) the lower middle remuneration quartile pay band,
 - (iii) the upper middle remuneration quartile pay band, or
 - (iv) the upper remuneration quartile pay band,who are of the male gender and who are of the female gender.

