



Cpl Gender Pay Gap Report

Ireland - December 2022



Lorna Conn, Chief Executive Officer, 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 know that we can only achieve this by working with great people.

Diversity, Equity, and Inclusion are deeply embedded in Cpl’s commitment to excellence. We have a strong history of excellent female leaders, and I want to ensure that everyone we work with is given the opportunity to succeed. As we move forward and grow, Diversity, Equity, and Inclusion (DE&I) is becoming more central to our people strategy. 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. Creating a diverse and inclusive workforce is a key priority for Cpl. This is Cpl’s first Gender Pay Gap (GPG) report and in this report, we will be referring only to the Republic of Ireland.

At Cpl, female representation is very strong across our organisation, as follows:

- 75% of the Board of Directors are female including a female Chairperson, CEO and CFO
- Our Group Executive is made up of 50% male and 50% female
- Our Leadership Team has a high female representation of 65% and our total employee population has a further representation of 68%

In recent years, we were delighted to be recognised as one of the Best Workplaces for Women in Ireland for 2020, 2021 & 2022. On 21 December 2022, we were delighted to be awarded the Gold Investors in Diversity EDI mark - the **first** Recruitment and Talent Solutions Provider and one of only **nine** organisations in Ireland to attain this mark.

Computer Placement Limited is the Cpl employer of all Republic of Ireland employees. Computer Placement Limited employs 803 people across 4 distinctive business pillars - Recruitment, Talent Solutions, Healthcare and Covalen (our Business Process Outsourcing (BPO) brand). The pillars are supported by a Shared Services team made up of Finance, IT, HR, and Marketing professionals. Each of these pillars have clearly defined career paths and trajectories that support all of their people in reaching their full potential. There is strong female representation across all pillars, and we are very proud of all the programmes and initiatives that we have developed and launched to support women and men in the workplace.

The gender pay gap should not be confused with equal pay. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs or work of equal value and it is unlawful to pay people unequally because of their gender.

Cpl employs 11,000 people (on average) in the Republic of Ireland across eight legal entities. All entities are covered by the Gender Pay Gap Information Act 2021. For the purpose of our Gender Pay Gap report, we are reporting separately for our internal permanent employees, through Computer Placement Limited and the remaining seven entities (listed under appendix 1) for our flexible talent employees. Our flexible talent employees include all employees on temporary, permanent, and fixed term employment arrangements with clients. Our flexible talent payrates are determined by our clients, therefore we are limited in how we can address the gender pay gap for this cohort of employees. Our practices however through our DE&I lens will benefit our flexible talent were permitted.

What is our Gender Pay Gap?

Our 2022 mean pay gap is +11%, and our median pay gap is +11%. For our flexible talent workforce our mean pay gap is -12% and our median pay gap is -16%. Where a +% is indicated this is in favour of men and where a -% is indicated this is in favour of women.

The mean pay gap and median pay gap is one of the key metrics that reporting is required, and an explanation of all metrics is set out on page 5.

In addition to the above, the gender pay gap across our 4 business pillars and Shared Services team is as follows:

Pillar	Mean Hourly Pay Gap	Median Hourly Pay Gap
Recruitment	-12%	-1%
Talent Solutions	+11%	+14%
Healthcare	+15%	-4%
BPO	+3%	+16%
Shared Services	+1%	+13%

We have provided details across all metrics required by the Gender Pay Gap Information Act 2021 in this report, and I have set out below some of the reasons for the gender pay gap at Cpl.

What’s driving Cpl’s gender pay gap?

- At Cpl we have 4 distinct business pillars and 1 Shared Services team, where business services are diverse. In analysing the data we have identified that there is higher female representation across the lower and lower middle pay quartiles. This is particularly prevalent in our Talent Solutions and Healthcare business areas. In analysing the data further, our below management grade employs 611 people, of which we have a female representation of 69%. The gender pay gap in this cohort of employees is +5%. While the gap is well below the national average, it further confirms that female representation across our organisation is a key driver of our overall gender pay gap.
- There is a higher male representation in recruitment roles in the finance, legal and tech sectors, where candidate salaries are generally higher than in other sectors. This has had an overall impact of higher commission earnings in comparison to sectors such as healthcare, marketing, office support and HR, which have a higher female participation.

Actions & Commitments

We are committed to addressing the gender representation across specific business areas which will in turn address the gender pay gap, however this requires measures and initiatives to deliver this commitment, as outlined below:

1. Insights into GPG - *Data-led decision making*
 - Build on our DE&I dashboards to incorporate % gender pay gap per business area and include analysis and narrative for any potential contributing factors to the gender pay gap
 - Examine the female to male ratio in specific business areas and specific job roles and develop appropriate action plans to drive balanced participation
 - Develop our 'Gender' DE&I pillar and explore any potential biases across all people practices in our business
2. Career Progression - *Removing barriers for underrepresented groups*
 - Review the Cpl Career Development Framework to examine any potential barriers or opportunities for underrepresented groups regarding progression and internal mobility. This will be done through a DE&I impact assessment
3. HR Policies and Practices - *To support our DE&I Strategy*
 - Drive and support our employee-led networks
 - Develop our 'Journey to Parenthood' framework that supports both parents and guardians in the workplace
 - Develop our Fathers Parenting Toolkit to drive higher male participation across our range of family friendly policies and practices
 - Establish our menopause working practices covering education, training and supports
 - Enhance our DE&I training to support continuous improvement and engagement on DE&I topics
4. Talent Attraction & 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
 - Commence collecting candidate diversity data at recruitment stage
 - 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
 - Develop Cpl's Positive Action plan to support recruitment of minority/underrepresented groups as relevant to our business

The new Gender Pay Gap legislation ensures that there is clearer transparency on gender pay in the workplace. We welcome this additional reporting measure which will support us as an organisation in increasing diversity, inclusion, and representation across our workforce. Please take the time to read through the report which explains a number of key terms and the metrics required.



Lorna Conn
Chief Executive Officer, Cpl

What is the gender pay gap?

The **gender pay gap** is the difference in the average hourly wage of men and women across a workforce. The gender pay gap is represented as the average difference in gross hourly earnings of men and of women, expressed as a percentage of men's average gross hourly earnings, irrespective of their role, working hours or seniority within the organisation.

The Gender Pay Gap Information Act 2021 requires organisations with more than 250 employees to report on their hourly gender pay gap across a range of metrics. We have set out below an explanation of the key metrics:

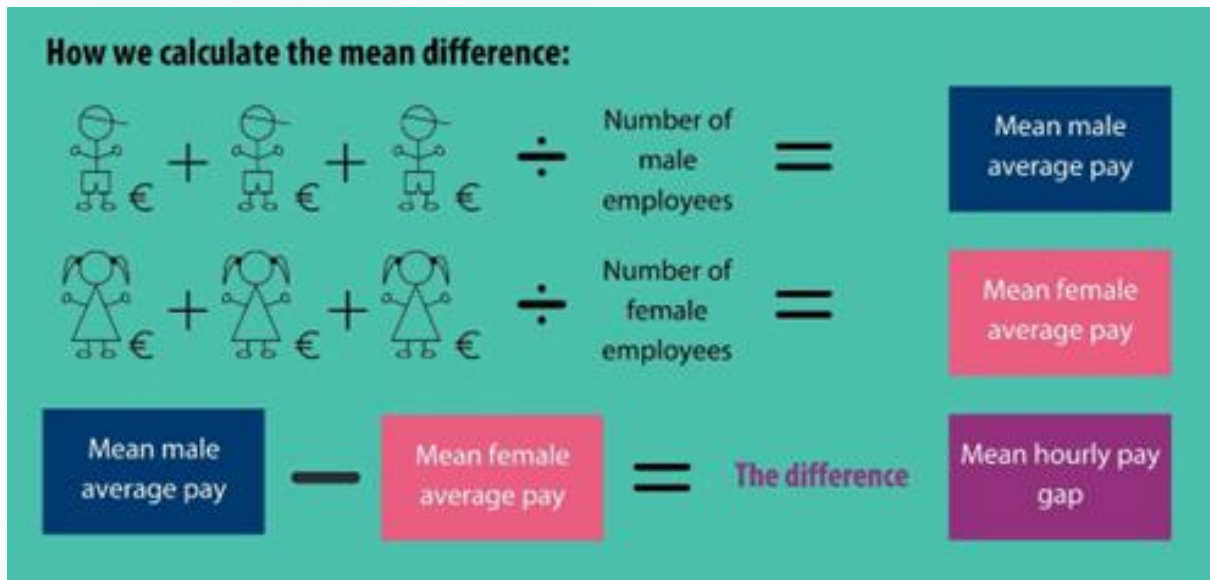
1. The mean gender pay gap is the difference between women's mean hourly wage and men's mean hourly wage. The mean hourly wage is the average hourly wage across the entire workforce.
2. The median pay gap is the difference between women's median hourly wage (the middle-paid woman) and men's median hourly wage (the middle-paid man). The median hourly wage is calculated by ranking all employees from the highest paid to the lowest paid and taking the hourly wage of the person in the middle.
3. Pay quartiles are calculated by splitting employees in the organisation into four even groups according to their level of pay. Looking at the proportion of men and women in each quartile gives an indication of the gender representation at different levels.

This should not be confused with **equal pay**. Equal pay deals with the pay differences between men and women who carry out the same jobs, similar jobs, or work of equal value. It is unlawful to pay people unequally because of their gender.

Organisations are asked to produce a report providing the following details:

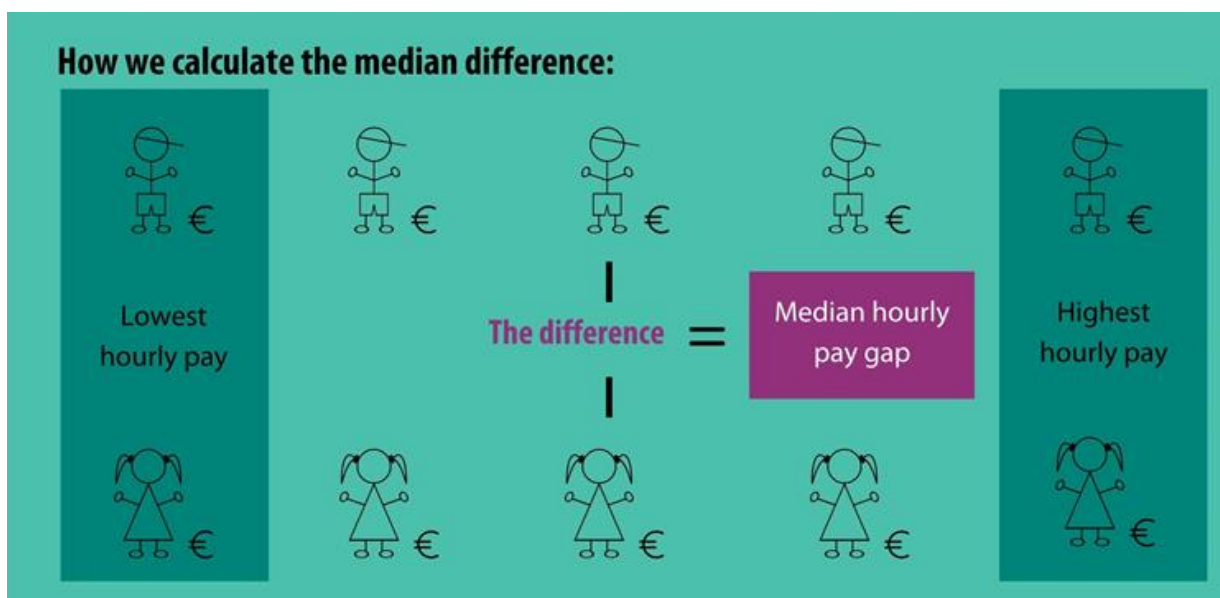
- (a) the difference between the mean hourly remuneration of employees of the male gender and that of employees of the female gender expressed as a percentage of the mean hourly remuneration of employees of the male gender.

How do we calculate the mean difference?



- (b) 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.

How do we calculate the medium difference?



- (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.

Gender Representation in Computer Placement Limited and Flexible Talent

Computer Placement Limited

As at 24 June 2022

Total number of internal employees – 803

Grade	Male	Female
All employees (803)	31%	69%
Group Executive (10)	50%	50%
Leadership (Director and Associate Director) (53)	36%	64%
Management (129)	34%	66%
Below Management (611)	31%	69%

Flexible Talent (which includes all employees on temporary, permanent, and fixed term employment arrangements with clients)

As at 30 June 2022 (this snapshot date was chosen for Flexible Talent as it captured variable pay dates across the month of June)

Total number of employees 10,243

Grade	Male	Female
All employees	45%	55%

Our Gender Pay Gap Data for Computer Placement Limited

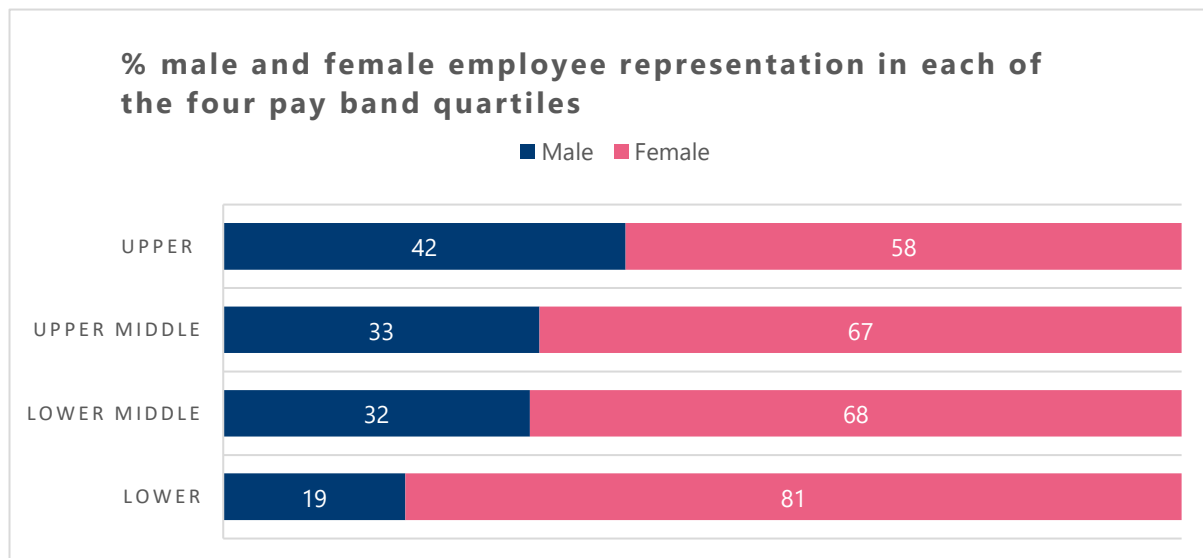
The table below sets out the hourly gender pay gap across the range of metrics as required by the Gender Pay Gap Information Act 2021.

Where a +% is indicated this is in favour of men and where a -% is indicated this is in favour of women.

The data below is related to **Computer Placement Limited** and ROI employees only and is based on the twelve-month period from 25 June 2021 to 24 June 2022.

Computer Placement Limited Gender Pay Gap	Mean	Median
	11%	11%
Part time employees	-35%	-23%
Temporary employees	n/a	n/a
Bonus pay gap*	38%	29%
	Male	Female
% Employees who receive bonus pay	71%	65%
% Employees who receive benefit in kind	11%	12%

*Includes performance bonus and commission
 *Commission is variable pay and has no cap on earnings for all fee earning employees



Looking behind the headline figures – Computer Placement Limited only

Cpl is a unique business, operating across a broad range of sectors and service lines, supporting our clients.

In order to understand the drivers of our gender pay gap, we examined male and female representation across our leadership & management grades and below manager.

Set out below is an explanation of our grading structure and some additional key terms that will be used in explaining our gender pay gap figures:

Group Executive: The team that run the business, led by the CEO. Each Managing Director / Director has accountability for a business pillar or a support function. This group is made up of 10 people as at 24 June 2022.

Leadership team: Is made up of all Directors and Associate Directors across the Cpl Group who lead a range of teams across functional business areas, pillar business areas and client sites. As at 24 June 2022 this group was made up of 53 people.

Management: Is made up of all Senior Managers and Managers across the Cpl Group who lead a range of teams across functional business areas, pillar business areas and client sites. As at 24 June 2022 this group was made up of 129 people.

Below Manager: Is made up off all our people from entry level grades to team leaders across the Cpl Group who work in a broad range of teams across recruitment, talent solutions, business process outsourcing, healthcare, HR, Finance, Marketing, IT, and general administration. As at 24 June 2022 this group was made up of 611 people.

Fee Earning: All our people that work in roles that are accountable for individual or team sales targets.

Non-Fee Earning: All our people that work in roles that support our business and are not accountable for individual or team sales targets.

Performance Bonus: A bonus payment which is paid to an employee who is a member of the annual bonus scheme, which is linked directly to group and team financial performance.

Commission: A financial reward to employees who are in fee earning roles. Commission is calculated based on the value of the recruitment placement made and ranges between 5% to 30%. There is no cap on commission earnings, so technically the more placements that a recruiter makes the more commission they can earn. All commission payments are made once the placement is recorded. Therefore earnings significantly fluctuate each month through this model.

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Our Gender Pay Gap Data for our Flexible Talent workforce

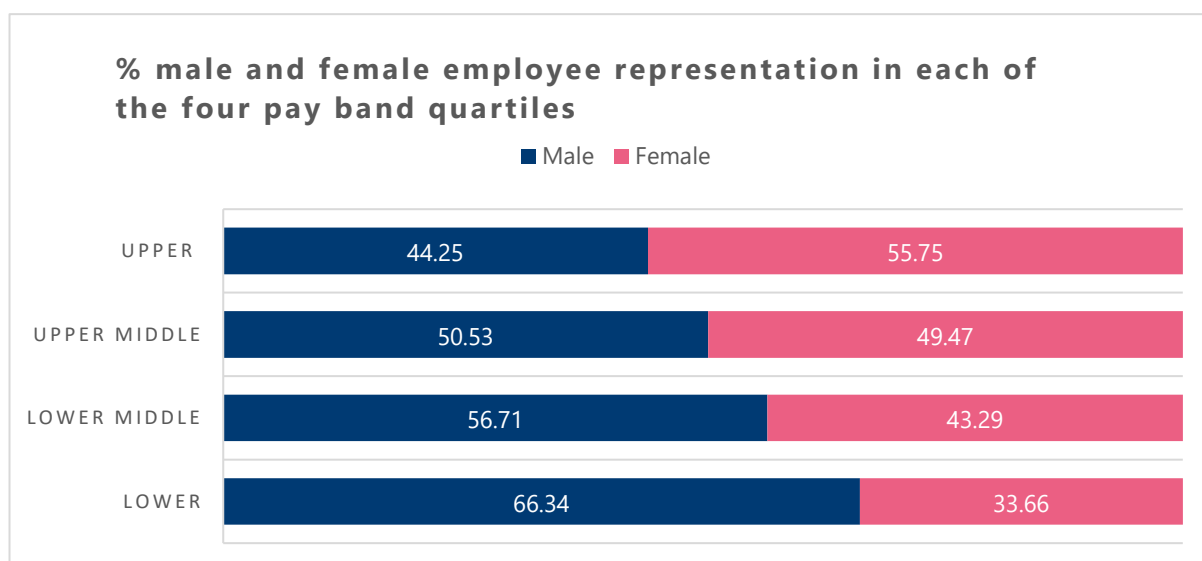
The table below sets out the hourly gender pay gap across the range of metrics as required by the Gender Pay Gap Information Act 2021.

The data below is related to all other Cpl entity companies as set out in Appendix 1 and ROI employees only and is based on the twelve-month period to 30 June 2022.

Under the Protection of Employees (Part-Time Work) Act 2001, the definition of a part-time worker is anyone who works less hours than a comparable full-time employee. In relation to agency workers, the comparable worker referenced above, must be another agency worker. Whilst there are a range of hours worked by our flexible talent employees, due to the broad spectrum of clients and profile of workers, many of these profiles, clients and responsibilities are not comparable. Thus, for the purpose of this report, our flexible talent has not been categorised into part-time.

Our Flexible Talent payrates are determined by our clients, and therefore the results below are not representative of our pay practices.

Flexible Talent Gender Pay Gap	Mean	Median
	-12%	-16%
Part time employees	n/a	n/a
Temporary employees	n/a	n/a
Bonus pay gap	-1.42%	-9.37%
	Male	Female
% Employees who receive bonus pay	8.8%	16.3%
% Employees who receive benefit in kind	9.83%	8.05%



Appendix 1

Flexible Talent workforce – Cpl registered companies in scope

Cpl Solutions Limited

Occipital Limited

Cpl Healthcare Limited

Servisource Healthcare Limited

Servisource Recruitment Limited

PHC Care Management Limited

Techskills Resources Limited

