



Cpl Gender Pay Gap Report

Ireland
December 2023

Lorna Conn, Chief Executive Officer, Cpl

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 know that we can only achieve this by working with great people. We are committed to building and sustaining a culture which is diverse and inclusive and reporting our gender pay gap enables us to drive greater transparency across our people practices. In this report, we detail our actions and commitments in addressing the gender pay gap across the Cpl Group.



At Cpl, gender representation is 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 55% and our total employee population has a further representation of 60%.
- Collectively the break down across the Cpl Group was 58% female, 42% male (as of our snapshot date 30 June 2023).

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

- 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.
- 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.

The Cpl Group employed 12,816 in the Republic of Ireland as at the snapshot date of 30 June 2023 across eight legal entities. All entities are covered by the Gender Pay Gap Information Act 2021, and 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.

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.

Diversity, Equity, and Inclusion are deeply embedded in Cpl's commitment to excellence. I want to ensure that everyone we work with is given the opportunity to 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.

Diversity and inclusion is an integral aspect of our culture, it clearly supports our commitment to our 5 Sustainable Development Goals (SDG) and in particular to SDG 10 'Reduced Inequalities'. We continue to hold ourselves publicly accountable to this SDG through the publication of our annual Sustainability & Strategy Report.

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

What is our gender pay gap?

The Cpl Group employed 12,816 in the Republic of Ireland as at the snapshot date of 30 June 2023 across eight legal entities. At Cpl 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.

The table below shows the Cpl Group’s mean and median pay. The mean pay is calculated by adding the total sum of male pay compared to the total sum of female pay. 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. The gender pay gap is based on hourly rates of pay, which includes overtime, allowances, performance bonus and commission.

The table below also captures the mean and median bonus pay gap, and the difference in the percentage of male and female employees paid bonuses and who receive benefit in kind. Finally, it sets out the pay quartiles of men and women across the Cpl Group.

The data sets out our gender pay gap requirements under the Gender Pay Gap Information Act 2021. (Please see Appendix 2 for full details on key metrics required under the legislation).

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

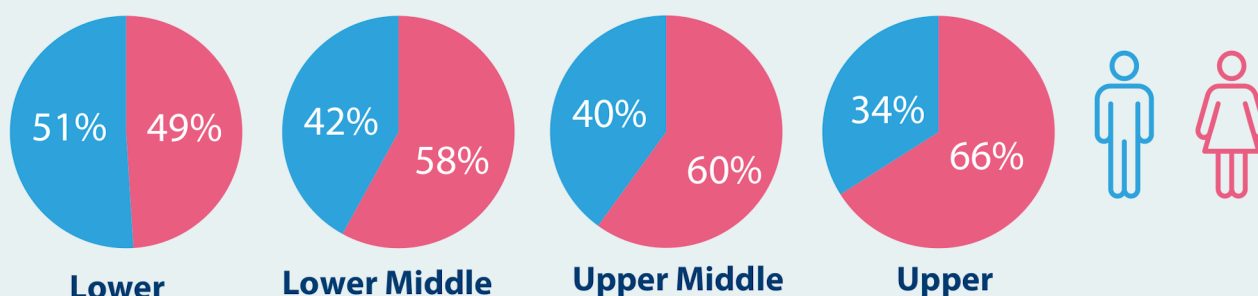
Where a -% is indicated this is in favour of women

	Mean	Median
Hourly Remuneration	-8%	-8%
Bonus Pay Gap	-5%	-2%

	Male	Female
Employees who receive bonus pay	17%	13%
Employees who receive benefit in kind	9%	6%

Pay Quartiles

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



Computer Placement Limited

Computer Placement Limited employed 792 direct permanent employees in the Republic of Ireland as at the snapshot date of 30 June 2023.

The table below shows the mean and median pay for Computer Placement Limited. The mean pay is calculated by adding the total sum of male pay compared to the total sum of female pay. 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. The gender pay gap is based on hourly rates of pay, which includes overtime, allowances, performance bonus and commission.

The table below also captures the mean and median bonus pay gap, and the difference in the percentage of male and female employees paid bonuses and who receive benefit in kind. Finally it sets out the pay quartiles of men and women across Computer Placement Limited.

The data sets out our gender pay gap requirements under the Gender Pay Gap Information Act 2021. (Please see Appendix 2 for full details on key metrics required under the legislation).

The gender pay gap for Computer Placement Limited is in favour of men.

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

	Mean 2023	Median 2023
Hourly Remuneration* (Excludes commissions & performance bonus)	10%	8%
Hourly Remuneration** (Includes commissions & performance bonus)	19%	18%
Part-time employees	-35%	-28%
Temporary employees	n/a	n/a
Bonus Pay Gap	43%	36%

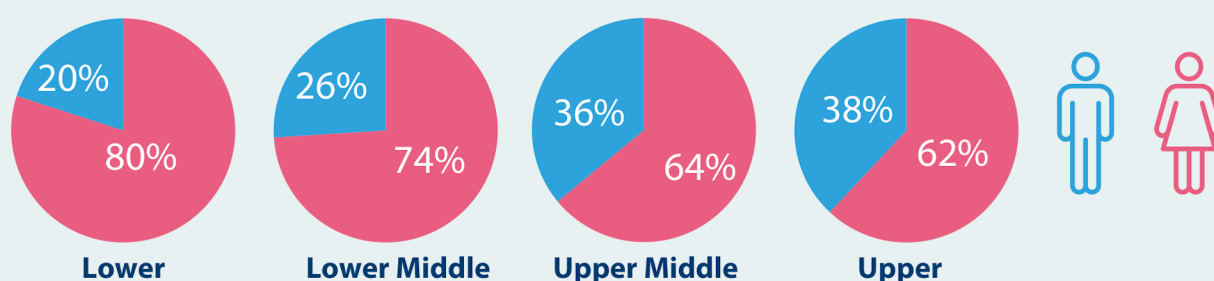
	Male 2023	Female 2023
Employees who receive bonus pay	84%	77%
Employees who receive benefit in kind	13%	13%

* 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.



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. This is particularly prevalent in our Talent Solutions and Healthcare business areas, where we have a high representation of female employees in administration roles. In analysing the data further, our below management grade employed 595 people at the snapshot date, of which we had a female representation of 71%. There is a higher representation of women across our lower and lower middle quartiles, which further confirms that female representation across our organisation is a key driver of our overall gender pay gap.
- 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 53% 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 on our commitments to 30 June 2023

1. Insights into GPG - Data-led decision making

- Since 2022, we have automated our DE&I dashboards per business area which has enabled additional analysis. Further work is planned for analysis and action planning for 2024.

2. Career Progression - Removing barriers for underrepresented groups

- The Cpl Career Development Framework & Core Competencies were rolled out across the Cpl Group with over 800 attendees, providing each person with the same opportunities for progression in their careers.
- 151 people were promoted year to date in 2023, driving representation across all levels of the organisation.

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

- In 2023, a group wide Performance Management Objective relating to DE&I was rolled out to all employees emphasising the importance of DE&I in our cultural DNA.
- We held over 35 Be Proud Cafés on a range of DE&I topics in 2023.
- In 2023 our Employee Network Groups expanded, and we hosted Employee Working Groups for Working Parents, Guardians & Carers, including mothers, fathers, guardians and carers.
- Our Working Parents, Guardians & Carers Group have effectively evaluated and proposed ideas and suggestions to better the employee experience for this group and in particular for expectant Parents, Mothers on & returning from Maternity Leave and those with caring responsibilities.
- We introduced Balance Time, which is a flexible time currency for our people in prioritising work life balance conflicts.
- In 2023 we introduced a quarterly newsletter to be sent to all employees on Maternity Leave (provided they signed up to receive this) informing them of important news updates, career opportunities and much more.
- In 2023, we delivered 9 cafés for Parents & Guardians in total. All cafés are hosted by employees.
- In addition to our Parents and Guardians Cafés, we delivered a Menopause Training session in October 2023 which was open to all employees.
- We expanded our comprehensive list of DE&I Trainings available to all employees such as Disability Inclusion & Accessibility with a focus on Recruitment.

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

- Implemented a DE&I data collection methodology to assess the composition of potential workforce in terms of demographic characteristics such as race, ethnicity, gender, age, sexual orientation, disability status, and more. 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.
- We continued to roll out programmes internally such as ‘Leading the Future’, ‘Coaching the Future’ & our mentoring programme.
- We continued to train employees on Interview Training and Unconscious Bias.

Actions & Commitments

The gender pay gap at a Group level is positive and in favour our female employees and we are committed to reducing the gender pay gap in Computer Placement Limited. We will do this by increasing the representation of men and women across specific business areas but more importantly across the pay quartiles. This requires a range of measures and initiatives and we have set out below the actions that we are taking to achieve this:

1. Insights into Gender Pay Gap Data - Data-led decision making

- Continue to build on our DE&I dashboards to incorporate % gender pay gap by business area and 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 done 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 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.
- 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.
- Design and implement a suite of leadership programmes that will nurture our future leaders in order to build a strong leadership pipeline.
- 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 are as follows:

- (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.

