

IRELAND 2025

# Gender Pay Gap REPORT



+353 1 614 6000



[www.cpl.com](http://www.cpl.com)



[info@cpl.ie](mailto:info@cpl.ie)

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.

The Cpl Group employed 12,344 in the Republic of Ireland as at the snapshot date of 27 June 2025 across eight legal entities. All entities are covered by the Gender Pay Gap Information Act 2021 and are set out in Appendix 1. For 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, and as at the snapshot date a total of 665 direct permanent employees were employed in the Republic of Ireland.

At Cpl, gender representation is as follows:

- 33% of the Board of Directors are female, including a female CEO.
- Our Group Executive is made up of 50% male and 50% female.
- Our Leadership Team has a high female representation of 52%.
- Collectively the breakdown across Cpl Group was 57% female, 43% male (as of our snapshot date 27 June 2025).
- Collectively the break down across Computer Placement Limited was 71% female, 29% male (as of our snapshot date 27 June 2025).

Cpl has been consistently recognised for our commitment to Diversity, Equity and Inclusion. Over recent years, we have received a number of national awards and accreditations that reflect the impact of our DE&I strategy and our ongoing dedication to creating an equitable and inclusive workplace. Highlights include:

- Retaining the Gold Investors in Diversity EDI Mark (IiD) in January 2025, having first been awarded Gold in 2023, the first Recruitment and Talent Solutions provider in Ireland to achieve this standard.
- Shortlisting for the Business & Finance "Company of the Year" Award 2025, 2024 & 2023.
- Being named one of the Best Workplaces for Women in Ireland every year since 2020.





- Recognition across multiple respected industry programmes, including awards for Best Workplace, Best Use of CSR in HR, and Diversity, Equity & Inclusion, as well as shortlistings at the TIARA Awards, CIPD Ireland Awards, and HR Leadership Awards.
- Winning Company of the Year at the National Diversity Awards 2023.
- Receiving awards for Best Diversity, Equality & Inclusion Strategy (ERF Awards 2023) and Diversity, Equity & Inclusion (Business & Finance Awards 2023).

These achievements demonstrate our sustained, long-term focus on building an environment where everyone can thrive. Diversity, Equity and Inclusion are core to our culture and central to how we operate. We remain committed to meaningful, measurable progress in reducing the gender pay gap and continuing to strengthen equity across our organisation, our supply chain, and the communities we support.

We invite you to explore our Gender Pay Gap Report to understand our Gender Pay Gap and to learn more about our commitments, actions, and progress.



A handwritten signature in black ink, reading "Lorna Conn".

**Lorna Conn**  
**Chief Executive Officer, Cpl**

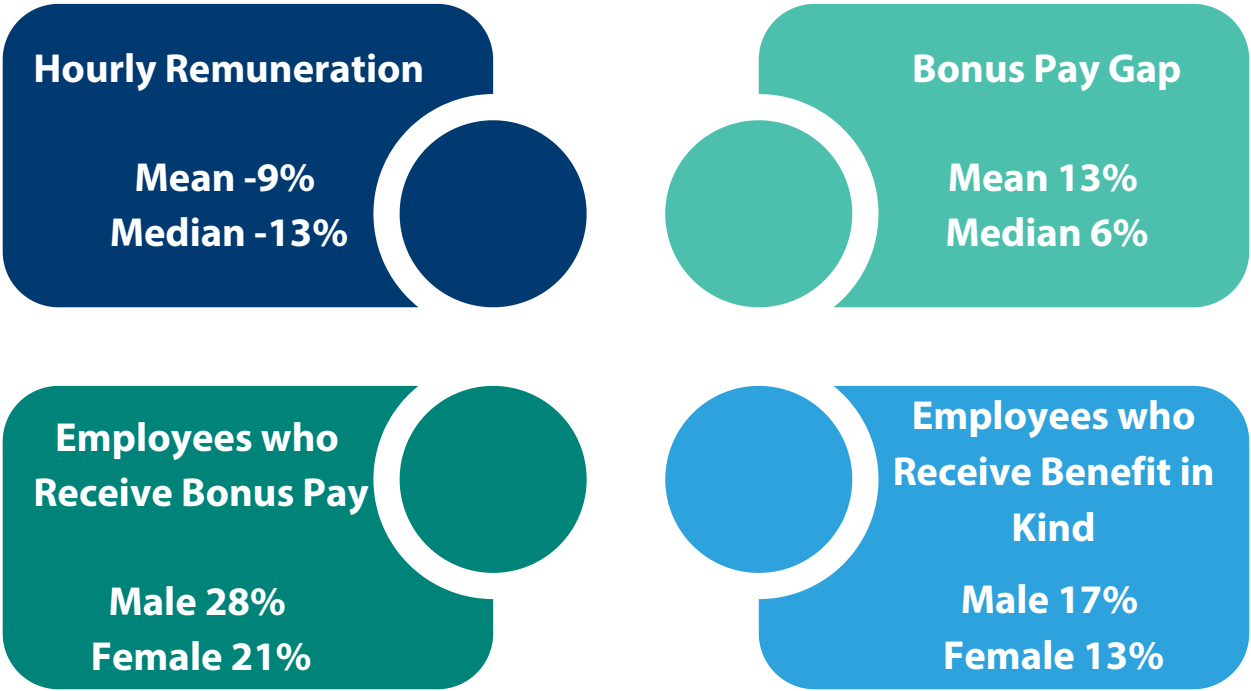


# Cpl Group Data (Including Flexible Talent)

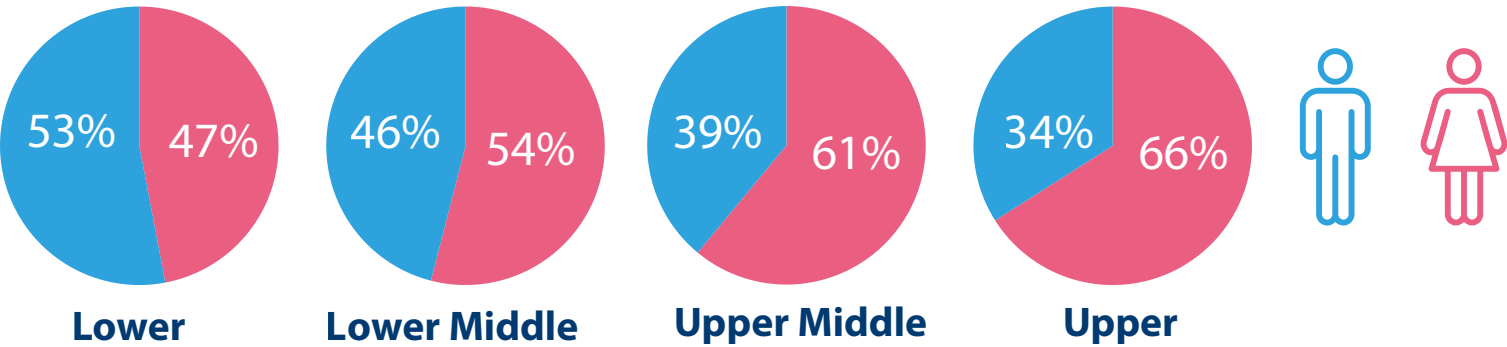
Cpl Group employed 12,344 employees in the Republic of Ireland as at the snapshot date of 27 June 2025.

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

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



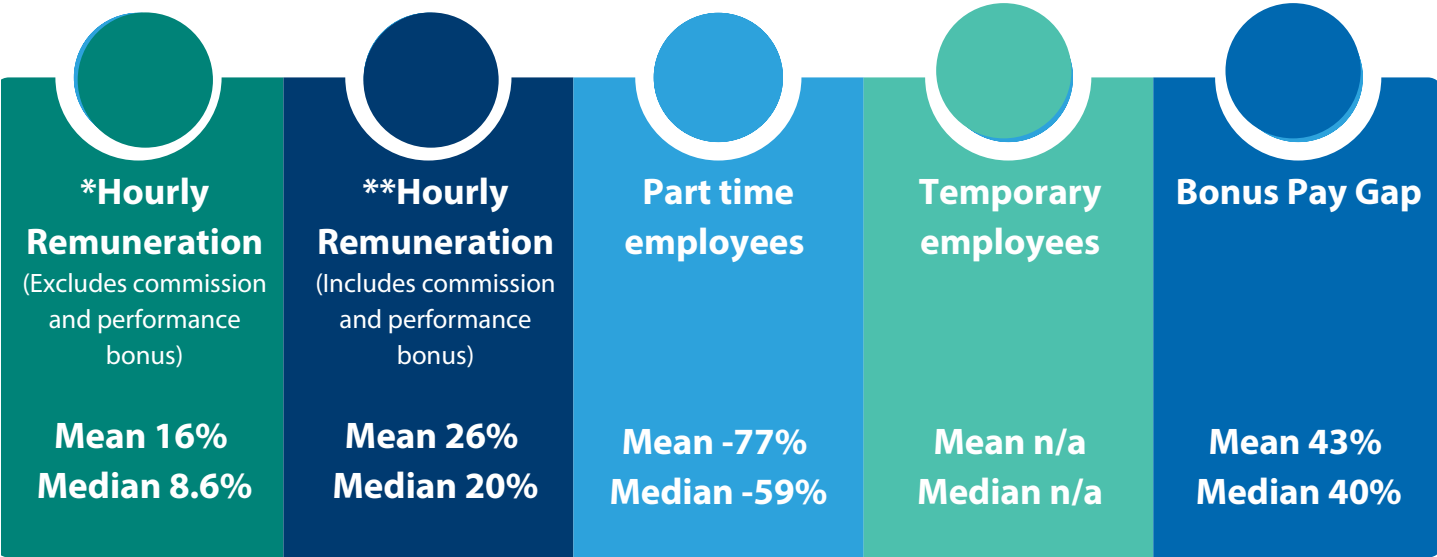
% male and female employee representation in each of the four pay band quartiles.



# Computer Placement Limited Data

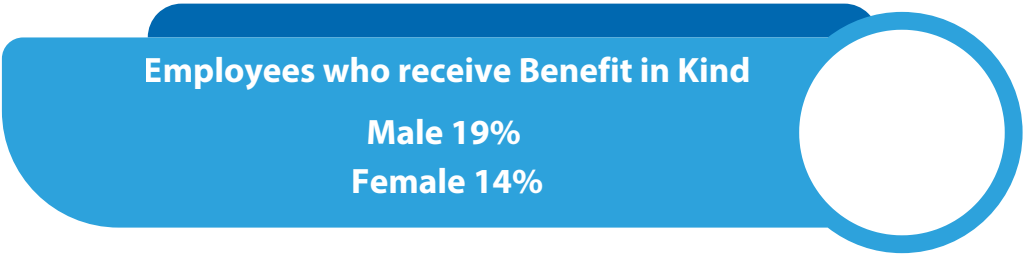
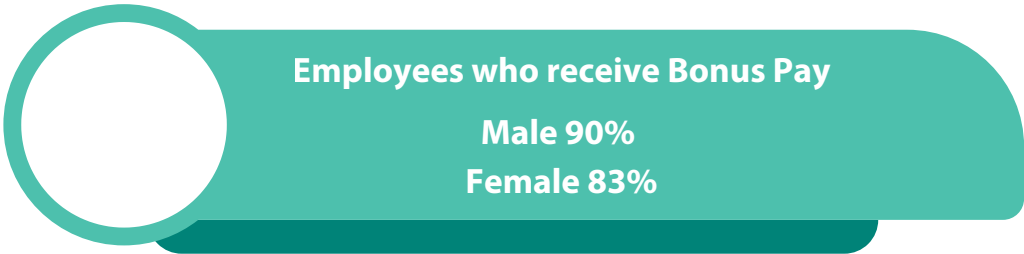
Computer Placement Limited employed 665 direct permanent employees in the Republic of Ireland as at the snapshot date of 27 June 2025. The gender pay gap for Computer Placement Limited is in favour of men.

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

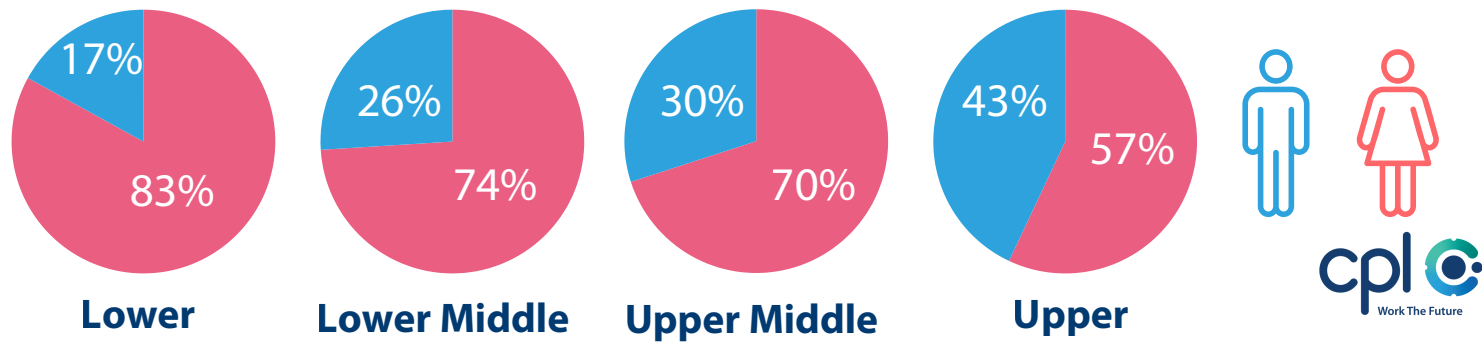


\*Cpl has provided the hourly remuneration gender pay gap excluding commission and performance bonus to demonstrate clearly the pay gap excluding these variable pay components.

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



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



# 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 50 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 November, employers must publish their report on their website detailing their gender pay gap across a range of metrics.</p>

# Our Insights

- The key driver of Cpl's mean and median GPG for 2025 is an overrepresentation of female employees in more junior roles and an underrepresentation in more senior roles. Cpl has an overall gender breakdown of 71.43% female employees and 23.87% male employees. However, when examining the GPG quartile data, women are overrepresented in the lower quartile (83.23%) and the mid-lower quartile (74.10%), driving the mean female hourly rate compared to male employees who are underrepresented in these quartiles. In the upper income quartiles, female employees are underrepresented, accounting for 70.48% of the mid-upper quartile and 56.63% of the upper quartile. This further reduces the average female hourly rate and increases the commensurate hourly rate, driving up Cpl's mean and median GPG figures.
- The underrepresentation of female employees in senior roles is also a key driver of Cpl's mean and median bonus gap, which also includes commission.

## Our Insights

- 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.
- Despite having a similar percentage of male and female employees receiving bonus/commission, of the top 25% of bonus/commission payments made to employees during the 2025 reporting period, 75% were paid to employees in the upper-income quartile which, as referenced above, is the quartile in which female employees are most underrepresented in Cpl's 2025 GPG data. This is further demonstrated by the fact that while female employees represent 72.43% of all employees, they only account for 57% of employees who earned the top 25% of bonus/commission payments and only 41% of the top 5% of bonus/commission payments. Conversely, when examining the lowest 25% of bonus/commission payments, female employees account for 81% of these payments. As a result, both the mean and median female bonus/commission is lower significantly compared to male employees, driving the mean and median bonus/commission gap.
- The mean and median GPG figures amongst part-time employees in Cpl are -77.00% and -58.67% respectively. 95.38% of employees who work part-time in Cpl are female, significantly above overall headcount of 72.43%, equating to 13% of all female employees in the Company working part-time compared to only 2% of male employees. Therefore, female employees are more likely to work part-time in Cpl. While calculating and interpreting gender pay data is an important step in identifying any pay inequality, it is important to understand that the gender pay gap is not purely about comparing the salaries of men and women. Rather, it is about understanding the differences in how male and female careers evolve over time, identifying solutions to ensuring that male and female career cycles develop on a par with one another.
- For fixed-term employees within Cpl, there is a mean GPG of 11.64% and a median GPG of 1.48%. 71% of employees on fixed-term contracts of employment are female and 29% are male, figures which closely align with overall headcount.

# Progress Against Our Commitments

## 1. Data-Driven Insights

We continued to strengthen our use of real-time DE&I dashboards across the organisation, improving visibility of workforce demographics and enabling more informed, data-led decision making.

## 2. Fair and Transparent Career Progression

We enhanced career development and promotion processes to support fairness and consistency across all roles.

111 promotions were awarded in 2025 (72% female, 28% male), supporting strong female representation across levels.

Key progress:

- Implemented our Career Development Programme and Core Competencies.
- Introduced a transparent promotion process outlining clear steps for advancement.
- Began transitioning to our new business-led Promotion Framework, which applies consistent, evidence-based criteria across all functions.

## 3. Strengthening Inclusive HR Practices

We maintained an inclusive and supportive culture, reflected in our Shine accreditation and our above-90% DE&I score in the Great Place to Work survey.

Key initiatives delivered:

- Continued DE&I performance objective for all employees.
- Expanded Employee Network Groups, including Parents & Guardians, Fertility and Menopause.
- Launched Fertility Advocates and strengthened menopause support through partnership with The Menopause Hub.
- Hosted Proud Cafés on key inclusion topics and delivered Disability Inclusion & Accessibility training.
- Continued to provide Balance Time as a flexible benefit.
- Celebrated International Women's Day, International Men's Day and recognised Positive Role Models.

## 4. Attracting, Developing and Retaining Diverse Talent

We advanced accessibility and inclusion across the full recruitment experience to position Cpl as the most accessible and inclusive talent solutions provider.

Progress included:

- A full review of job advertising, application design, website accessibility and interview practices to remove barriers.
- Continued development of candidate and internal DE&I dashboards.
- Commenced year 2 of our Leadership Development Programme in partnership with the UCD Professional Academy, with 50% female participation.
- Delivered interview and unconscious bias training for all hiring managers.



# Commitments

## 1. Insights into GPG - Data-led decision making

In 2026, we will continue to deepen our understanding of representation and pay equity by:

- Enhancing our DE&I dashboards, including gender pay gap insights by business area.
- Using this data to develop targeted, evidence-based action plans.

## 2. Strengthening Career Development Through a Clear Annual Cycle

- Strengthen and expand employee-led networks.
- Further develop our Journey to Parenthood framework and enhance supports for parents and guardians.
- Continue embedding menopause-support practices.
- Enhance our DE&I learning offering to build capability and deepen awareness.

## 3. HR Practices – Strengthening Inclusion and Employee Support

Our commitment to inclusive workplace practices will expand through:

- Further strengthening employee-led networks.
- Enhancing our Journey to Parenthood framework and supports for parents and guardians.
- Continuing to embed employee-support practices across the organisation.
- Expanding our DE&I learning offering to deepen awareness and build capability.

## 4. Talent Attraction, Development & Retention - Attract, develop, and retain a diverse

In 2026, we will enhance how we attract, develop and retain diverse talent by:

- Overhauling our learning and development programmes to support both professional and personal growth for all employees.
- Continuing to review job adverts to ensure inclusive, accessible language.
- Providing ongoing Interview and Unconscious Bias training for anyone involved in hiring.
- Delivering targeted programmes to develop internal talent and broaden progression pathways.

## 5. Pay Transparency Directive – Preparing for 2026 Implementation

We will continue our structured preparation for the introduction of the EU Pay Transparency Directive by:

- Advancing our work on job evaluation, grading, and organisation-wide Pay Bands using the Gradar platform.
- Delivering targeted training on job evaluation, pay transparency principles, and fair, consistent pay decision-making.
- Reviewing and strengthening our systems, processes and data readiness to meet the Directive's reporting and disclosure requirements.
- Ensuring our Pay Framework reflects fairness, transparency, and equity across the organisation.

As the Directive moves closer to implementation, we will continue to refine our approach, engage with our people, and ensure that our Pay Framework reflects our commitment to fairness, transparency, and equity across the organisation.

## 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.

