



2025

Gender Pay Gap Report



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Introduction

At CPM, we remain dedicated to achieving gender equality across our workforce and ensuring that every employee is recognised and rewarded fairly for the work they do.

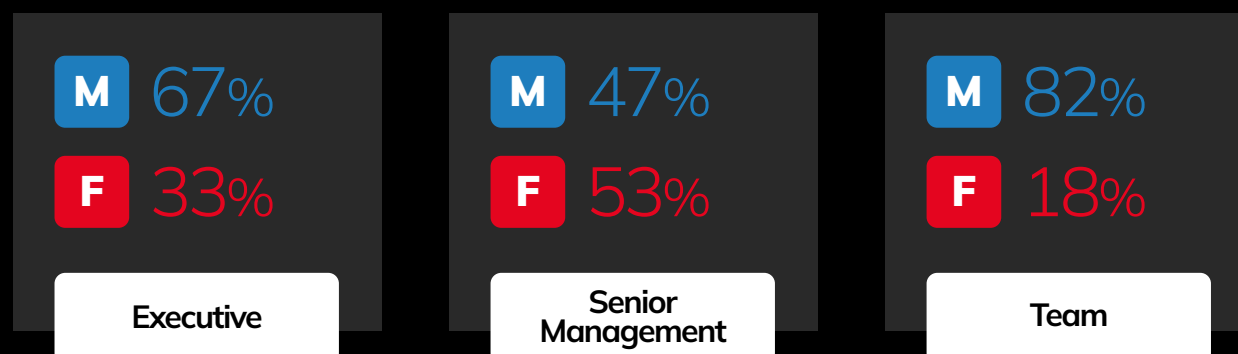
To uphold this commitment, CPM conducts an annual Gender Pay Gap analysis to measure our progress, identify opportunities for improvement, and take meaningful action to close any gaps that exist.

In this year's report we are pleased to share another set of positive results for 2024/2025. Our mean gender pay gap stands at -3%, which means, on average, female employees earn a slightly higher hourly rate than male employees. This is up from -2% for the previous year.

Across our organisation, female representation remains strong, with 53% at Senior Management level and 33% at Executive Leadership, demonstrating our continued progress toward balanced representation at senior levels.

Gender equality is a continuous journey, and as we move into 2026, CPM remains fully committed to driving progress and ensuring that fairness, inclusion, and opportunity are at the heart of our culture.

Gender Split by Role



Closing the Gender Pay Gap

Recruitment

We continue to align our recruitment practices with our gender balance strategy, ensuring fairness and inclusivity at every stage. Our skilled recruitment team collaborates closely with hiring managers, who are fully trained in unbiased interview techniques. Every candidate experiences the same transparent process, and hiring outcomes are regularly reviewed to maintain equity. We also utilise a gender bias decoder to ensure job advertisements are inclusive and appealing to all genders. In addition, our commitment to diversity is reflected in the creation of new Employee Resource Groups, including the Women's Network, Neurodiversity, Pride, and Sport & Health, supporting a workplace where everyone feels valued.

Learning & Development

At CPM, we believe continuous learning is key to closing the gender pay gap and empowering all employees. Our expanded learning portfolio now includes The Academy 2.0, offering CPD-accredited courses, and access to LinkedIn Learning for skill development. We have digitalized regular manager-colleague reviews through 121's in Cascade, ensuring ongoing support and feedback. These initiatives, alongside our inclusive core values, guarantee equal opportunities for professional growth. We celebrate diversity through events such as International Women's Day and Autism Awareness Day and foster a culture where every individual can thrive.

Benefits Statement

Addressing the gender pay gap at CPM goes beyond fair pay—it's about providing comprehensive benefits that support all employees equally. Our benefits package includes:

- Flexible working arrangements
- Enhanced maternity and paternity pay
- Adoption leave and IVF support
- Mental health first responder access
- VHI Employee Assistance Programme (EAP) with 6 free sessions per topic
- Parent and career coaching
- Critical incident support
- Health, wellbeing, and fitness programs
- Tax Saver and Bike to Work schemes
- Study leave and CPD programs
- LinkedIn Learning access
- Company pension scheme



Understanding the Gender Pay Gap

The Gender Pay Gap represents the difference between the average hourly earnings of men and women across an organisation or the wider labour market.

Introduced in Ireland in 2022, this reporting requirement expresses the gap as a percentage of men's average earnings.

A positive pay gap indicates that, on average, men earn more than women, while a negative pay gap means women earn more than men.

The gap is influenced by several factors, including the distribution of men and women across different roles, levels of seniority, and departments, as well as sectoral trends, working patterns, and retention rates.



Mean & Median Gender Pay Gap Explained

The mean gender pay gap measures the difference between the average hourly earnings of men and women within CPM. For 2024/2025, our mean gender pay gap is -3%, showing that, on average, female employees earn slightly more than male employees across the organisation.

The median gender pay gap compares the middle point of hourly pay rates for men and women, providing a picture of the typical difference in pay. Our median gender pay gap is 9%, meaning that male employees earn a higher hourly rate than female employees at the midpoint of pay distribution.

Our hourly paid employees receive a standard fixed rate of pay, so there is no gender pay gap within this group.

Our 2024/2025 results show a strong degree of pay balance across the organisation. The negative mean gap suggests that, on average, female employees earn slightly more than male employees, while the positive median gap highlights a continued focus on increasing female representation in more senior or higher-paying roles. We are continuing to address this through targeted development, recruitment, and inclusion initiatives that support sustainable progress over time.

-3%

Mean Gap
Pay

9%

Median
Gap Pay

Equal

Hourly Pay



Bonus & Benefit in Kind

Bonus

The results indicate that there is little difference between male and female employees in relation to bonuses. Both genders receive bonuses at similar rates and of comparable value, suggesting a balanced approach to performance-related pay across the organisation.

83%

Female

86%

Male

Benefit

The Benefit in Kind (BIK) eligibility report outlines the breakdown of employees receiving BIK. The figures remain largely consistent with last year's results, reflecting the continued structure of CPM's workforce, where a higher proportion of male employees within field teams receive company vehicles, field allowances, and similar benefits as part of their roles.

36%

Female

70%

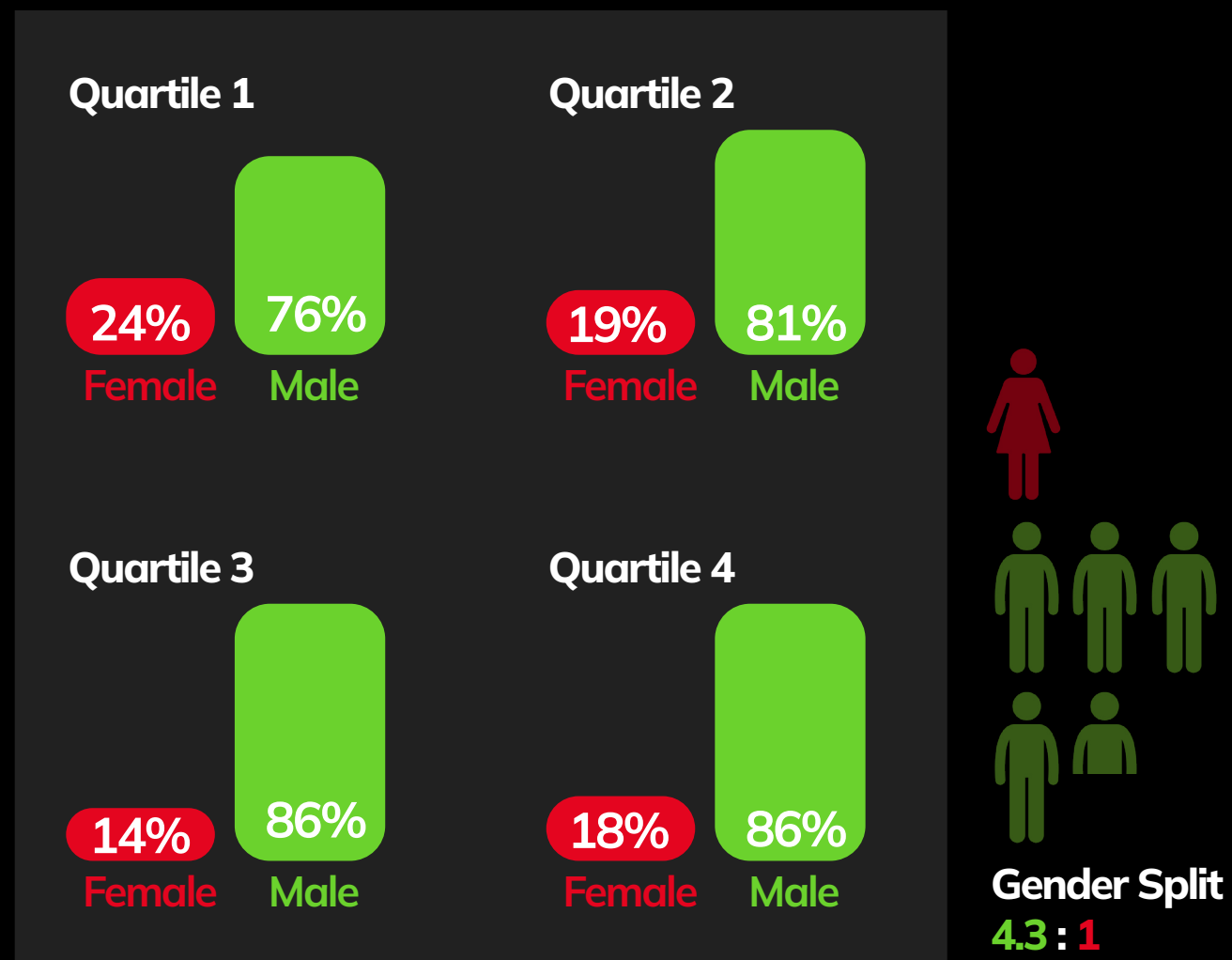
Male



Gender Split & Quartile

We're encouraged to see real progress this year in our gender balance. Our Male:Female ratio improved from 6:1 last year to 4.3:1, showing more women are joining and building careers at CPM. While men still make up the majority of our workforce, particularly within some of our long tenured teams, we see real progress in attracting and retaining more women across the business.

As part of our Gender Pay Gap reporting, we also look at pay quartiles — dividing all employees into four equal groups from lowest (Q1) to highest (Q4) pay. This helps us understand how gender is represented at each level and where we can continue to focus on creating fair and balanced opportunities for everyone.



CPM

The logo consists of the letters 'CPM' in a bold, white, sans-serif font. Below each letter is a horizontal line of a different color: blue under 'C', green under 'P', and red under 'M'.A decorative horizontal bar at the bottom of the page, divided into three equal segments of blue, green, and red from left to right.