

# Prioritizing Gender Equality

National Pen Ireland

Pay Gap Report 2025



**NATIONAL PEN**



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# WELCOME



## WELCOME TO THE NATIONAL PEN IRELAND PAY GAP REPORT 2025

As we present this year's report on gender diversity and financial parity within our Ireland team, I want to reaffirm that any and all of National Pen's success is down to our people. Guided by our core values of People-Centricity and Integrity, we continue to strengthen a culture rooted in Diversity, Equity and Inclusion, where every individual is respected, supported, and empowered to thrive. Through this lens, we ensure fair access to opportunities, transparent processes, and equitable recognition of contributions, moving us closer to a workplace where gender is never a barrier to growth, leadership, or reward.

Our continued progress is also closely linked to our Road to Digital Transformation Strategy, which is reshaping how we work, collaborate, and make decisions. While this report highlights some meaningful improvements, it also reflects the work still ahead. We remain fully committed to closing gaps, strengthening representation at every level, and building a more inclusive, equitable, and future-ready organisation together.

A handwritten signature in dark blue ink that reads "Peter Kelly". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Peter Kelly  
President & CEO



# ABOUT NATIONAL PEN

- With 60 years of experience and serving 22 countries worldwide, National Pen brands offer more value and simplicity to customers and distributor partners. National Pen's flagship direct-to-business brand is Pens.com, and the company operates via a network of more than 11 facilities across North America, Europe, Africa, Australia and Asia.
- National Pen brands engage their target customers through an omnichannel approach encompassing e-commerce, mail order, and telesales.
- National Pen is the largest global provider of customized writing instruments, but we also offer a broad range of other personalized promotional products, which include stationery, drinkware, bags, gifts, apparel, and trade show accessories.
- Operating via a network of facilities across North America, Europe, Asia, Africa, and Australia, National Pen employs close to 3,000 team members globally.
- National Pen is a member of the Cimpres brand group. Cimpres plc (NASDAQ: CMPR) is dedicated to investing in and building customer-focused, entrepreneurial, mass-customization businesses for the long term.



## ABOUT NATIONAL PEN IRELAND

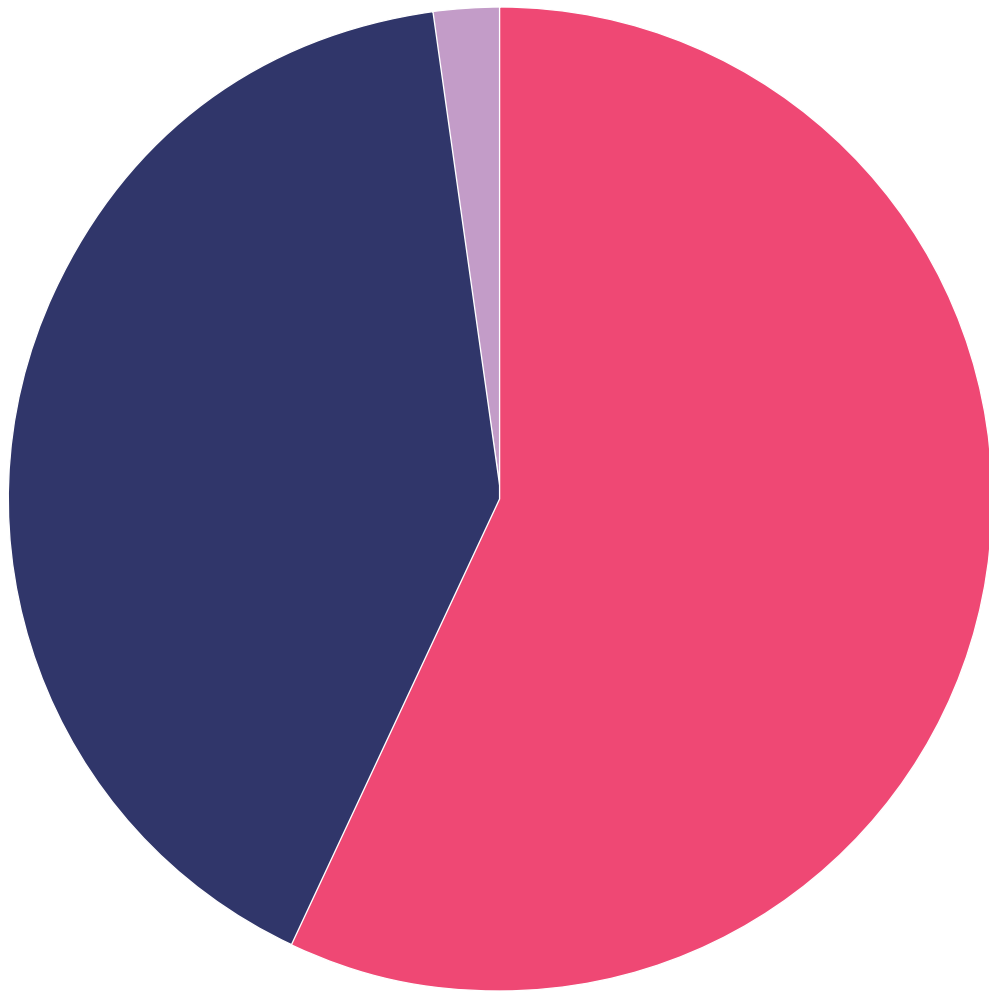
National Pen's facility in Dundalk, Co. Louth, has been the company's European Headquarters for the past 39 years. Today, National Pen employs approximately 154 team members in Ireland, and Dundalk remains an important operational site. Teams across Ireland are working to propel National Pen's Digital Transformation, striving to achieve our transformational goals of Creating a Service-Focused Mindset, Driving Profitable Growth and Delivering Return on Investment.



# CHAMPIONING EQUALITY ACROSS OUR ORGANIZATION

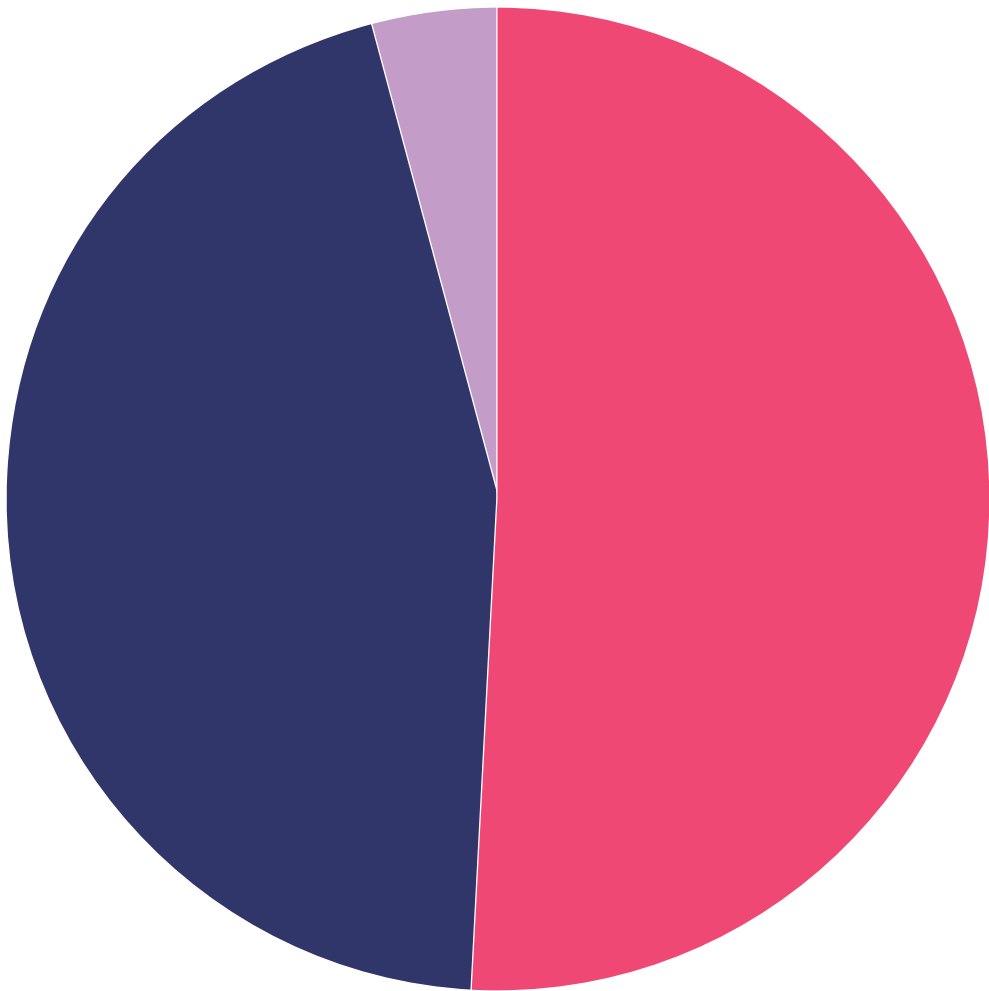


## Global Workforce Equality



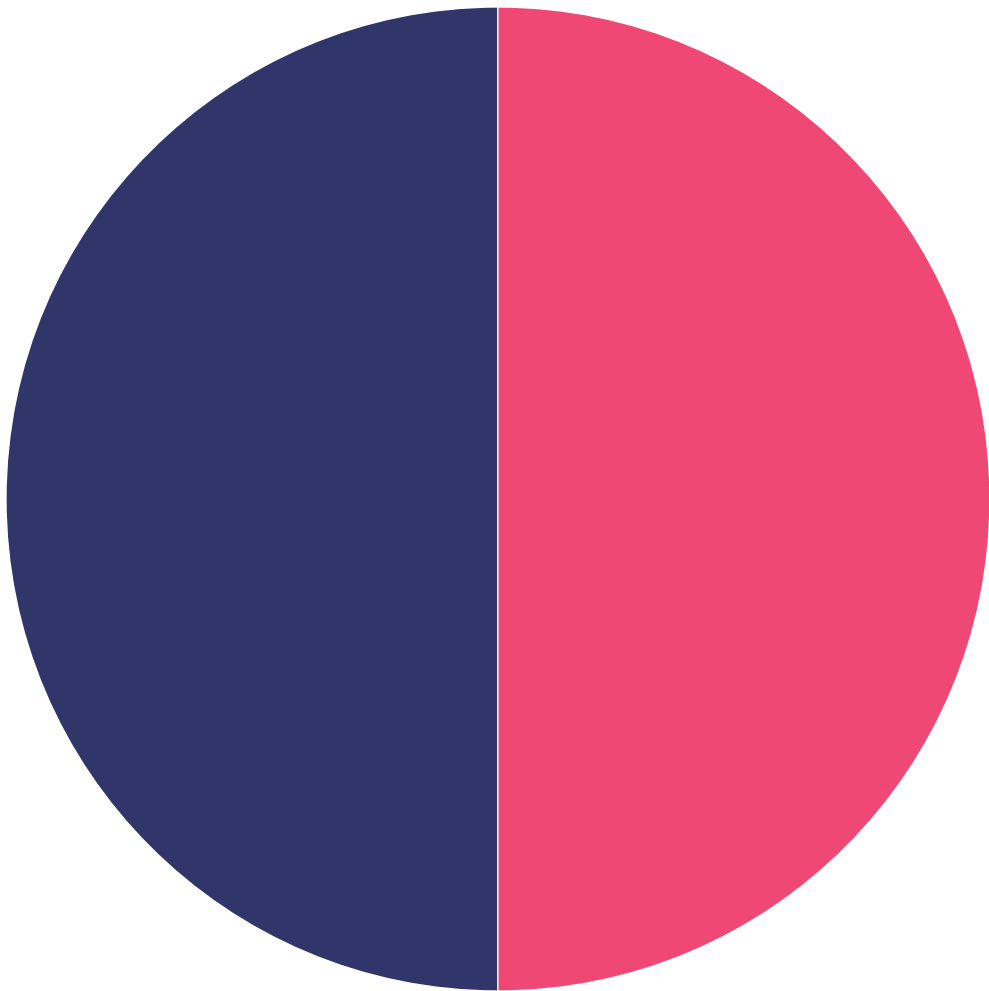
### GLOBAL WORKFORCE

As of the close of FY25 Q4 (30th June 2025), National Pen’s global workforce comprises 2,858 team members spread across four continents, with a significant number of additional support staff also operating in India, all representing diversity in gender, nationality, race, and religion. The gender breakdown is 56.6% Female, 41.4% Male, and 2% Other Gender Identities.



### NEWEST TEAM MEMBERS

National Pen’s Talent Acquisition teams are constantly on the lookout for new team members to fulfil a huge range of functions. As of 30th June 2025, 336 new team members joined National Pen during FY25. Of these, 50.9% are Female, 44.6% are Male, the remaining 4.5% is made up of Other Gender Identities.



### GLOBAL LEADERS

It is important to us that our leaders reflect the diversity of our workforce. As of June 2025, the gender representation within our Senior Leadership is an even 50-50 split between Male and Female team members. This equal breakdown has been in place since 2024.



# IRISH WORKFORCE EQUALITY

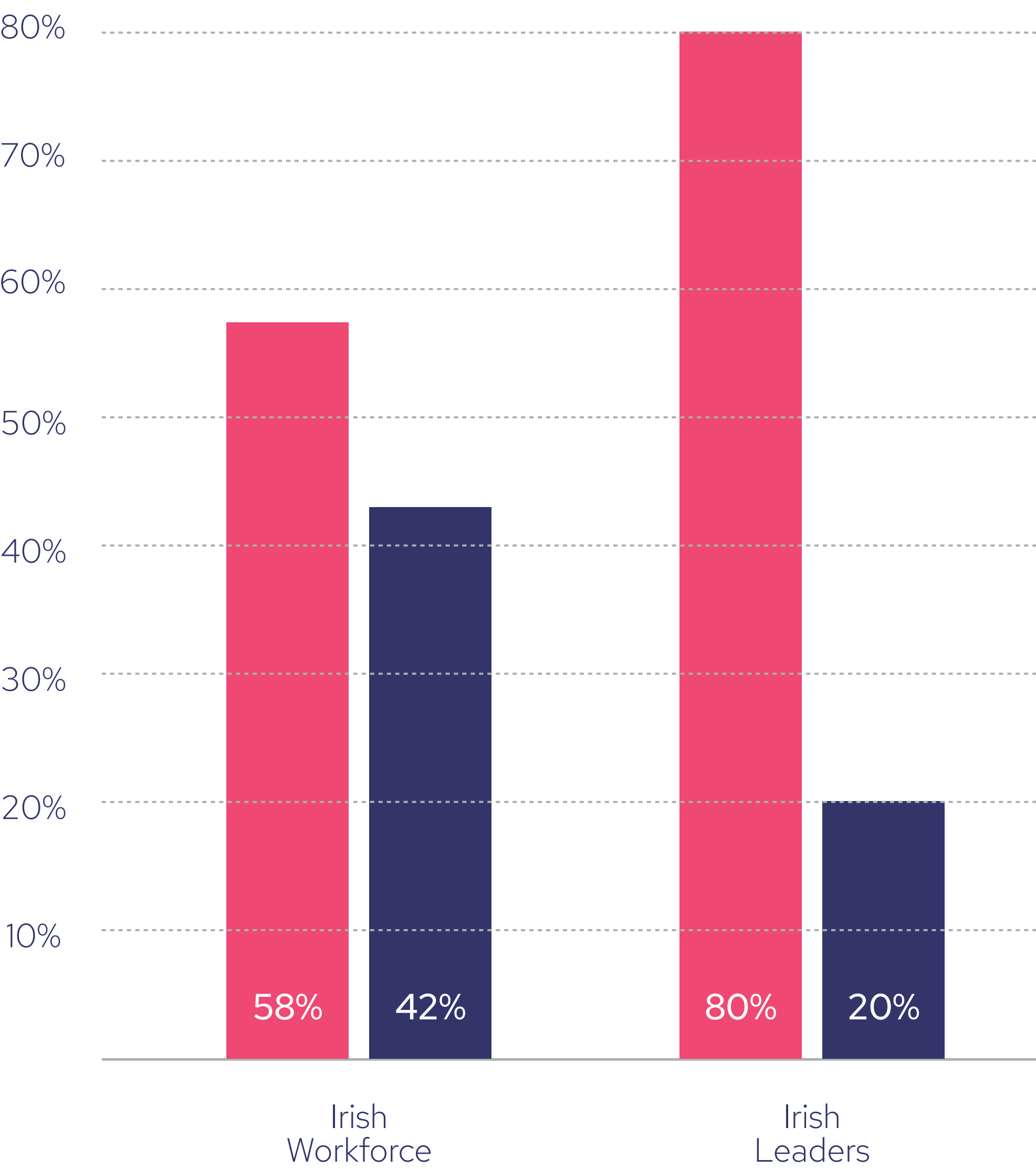
## Irish Workforce

In Ireland, as of the snapshot date (30th June 2025), our 154-strong workforce comprises 42% Male to 58% Female employees.

## Irish Leaders

At management level and above in Ireland, women make up most of our leadership team, with a 20% male to 80% female split.

FEMALE  
MALE





# IRISH WORKFORCE EQUALITY

## Gender Pay Gap

The mean Gender Pay Gap between Irish employees in 2025 (on the snapshot date) is -24.01% (expressed as % Males), showing that, overall, female employees are paid more than their male colleagues. This marks a significant change from 2024, when the difference was only -0.45%.

The Bonus Gap is wider, with female employees receiving 19.80% more than their male colleagues, again an increased difference compared with 2024.

The increase in average female pay and bonus pay reflects a change in workforce composition. Regardless, disparities such as these will be regularly reviewed and addressed in order to reduce any difference.

## 2025 Gender Pay Gap

2025 Pay Gap	
Mean	-24.01%
Median	-10.65%

2025 Bonus Gap	
Mean	-19.80%
Median	-20.6%

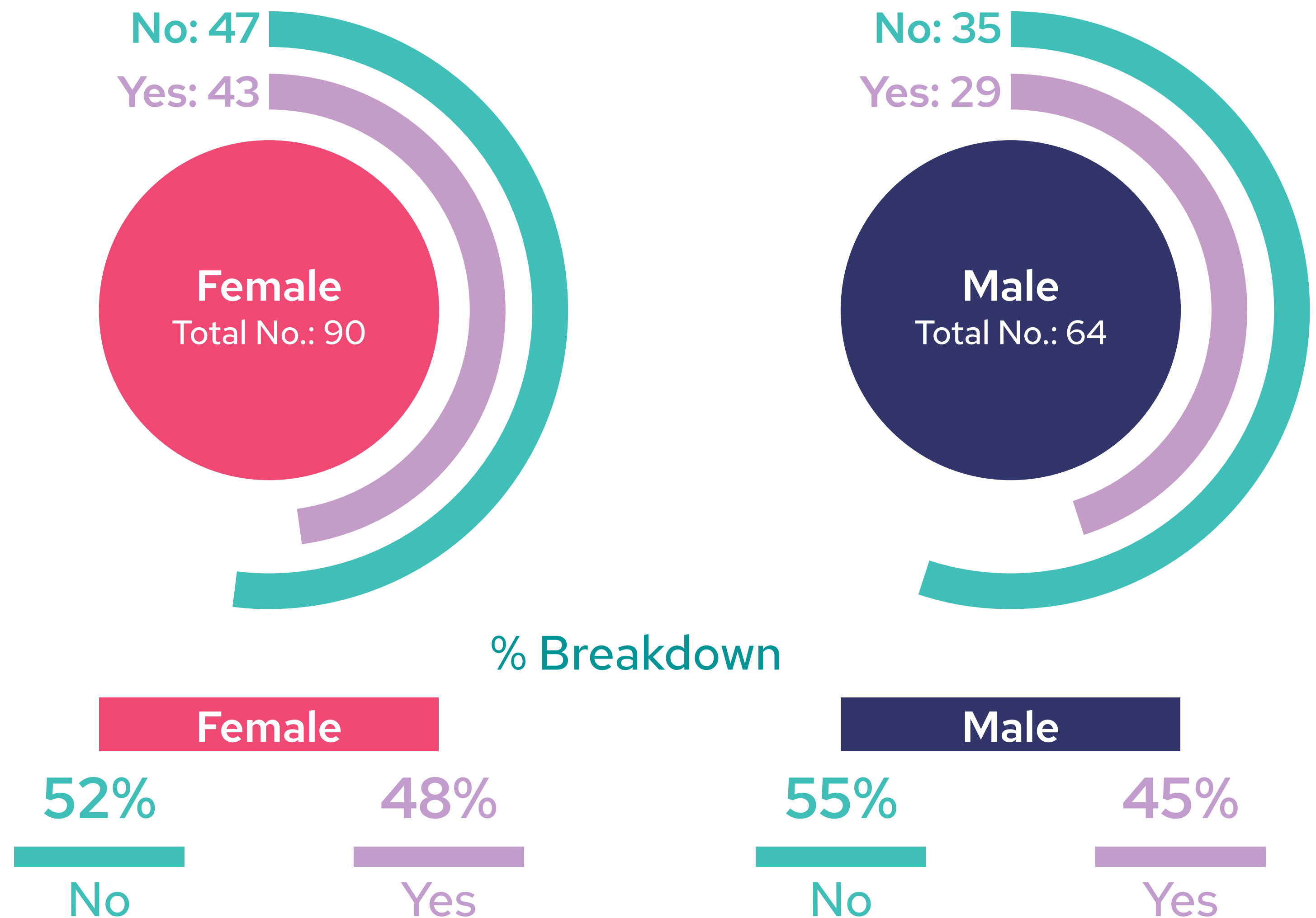


# IRISH WORKFORCE EQUALITY

## Balanced Benefits in Kind (BIK) Allocations

Over 46% of National Pen team members in Ireland avail of Benefits in Kind – 45% Male and 48% Female. These Benefits in Kind predominately include health insurance benefits.

## BIK by Gender Team Member Breakdown





# IRISH WORKFORCE EQUALITY

## Flexible Working

National Pen is predominantly a remote-first organization, and team members outside of departments whose nature requires employees to be onsite (for example manufacturing & fulfilment) can avail of either fully remote or hybrid working models. This approach promotes a greater work/life balance for team members while maintaining productivity. In Ireland (as of 30th June 2025), 69% of team members work fully remote, of which 62 are female and 46 are male. An additional 24% of the Irish workforce avails of a hybrid-working model that combines periods of remote working and onsite working. Of these, 23 are female and 14 are male. Overall more women than men in Ireland avail of remote and hybrid working opportunities.



## Leading by Example – Cimpres's Commitment to Diversity & Inclusion

National Pen's parent company Cimpres believes in the power of intellectual, cultural, and experiential diversity in service of building a meritocracy in which they recruit and promote based on performance and hard work. Every day Cimpres team members with diverse backgrounds and perspectives work closely together toward business goals and, in doing so, develop a mutual respect and shared sense of purpose. All Cimpres businesses are expected to maintain a working environment where every team member is treated with respect, dignity, and merit-based fairness, regardless of nationality, race, gender, sexual orientation, religion, political views, family status, age, or (unless required for a given role) physical ability. This diversity includes being global in both culture and operations. Cimpres also supports internal groups like Women at Work, Mental Health Alliance, Military Veterans and Families, and PRIDE, and National Pen team members have an opportunity to join these internal groups to connect with like minded colleagues across the Cimpres group.



# SUPPLEMENTARY INFORMATION & CALCULATIONS

## Quartiles % by Gender – Hourly Remuneration (Permanent)

All					
	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
	No. of People	38	39	38	39
Average Hourly Remuneration	€15.88	€20.65	€26.46	€47.59	€27.73

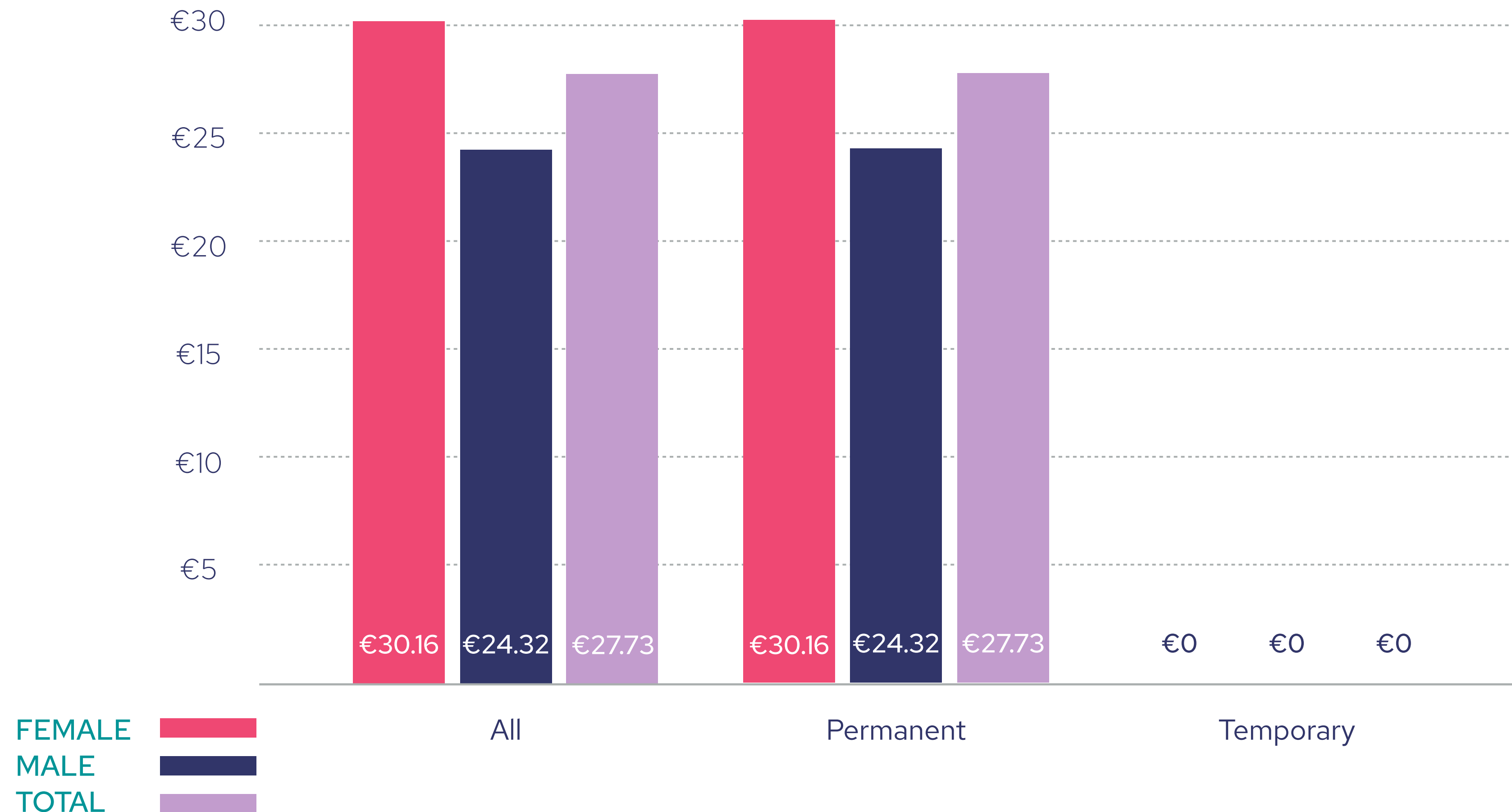
Male					
	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
	No. of People	13	24	14	13
Average Hourly Remuneration	€15.80	€20.47	€26.62	€37.47	€24.32

Female					
	Quartile 1	Quartile 2	Quartile 3	Quartile 4	Total
	No. of People	25	15	24	26
Average Hourly Remuneration	€15.93	€20.94	€26.36	€52.66	€30.16



# SUPPLEMENTARY INFORMATION & CALCULATIONS

## Mean Hourly Remuneration



Difference Between Male  
& Female  
(expressed as % Males)

-24.01%

All

-24.01%

Permanent

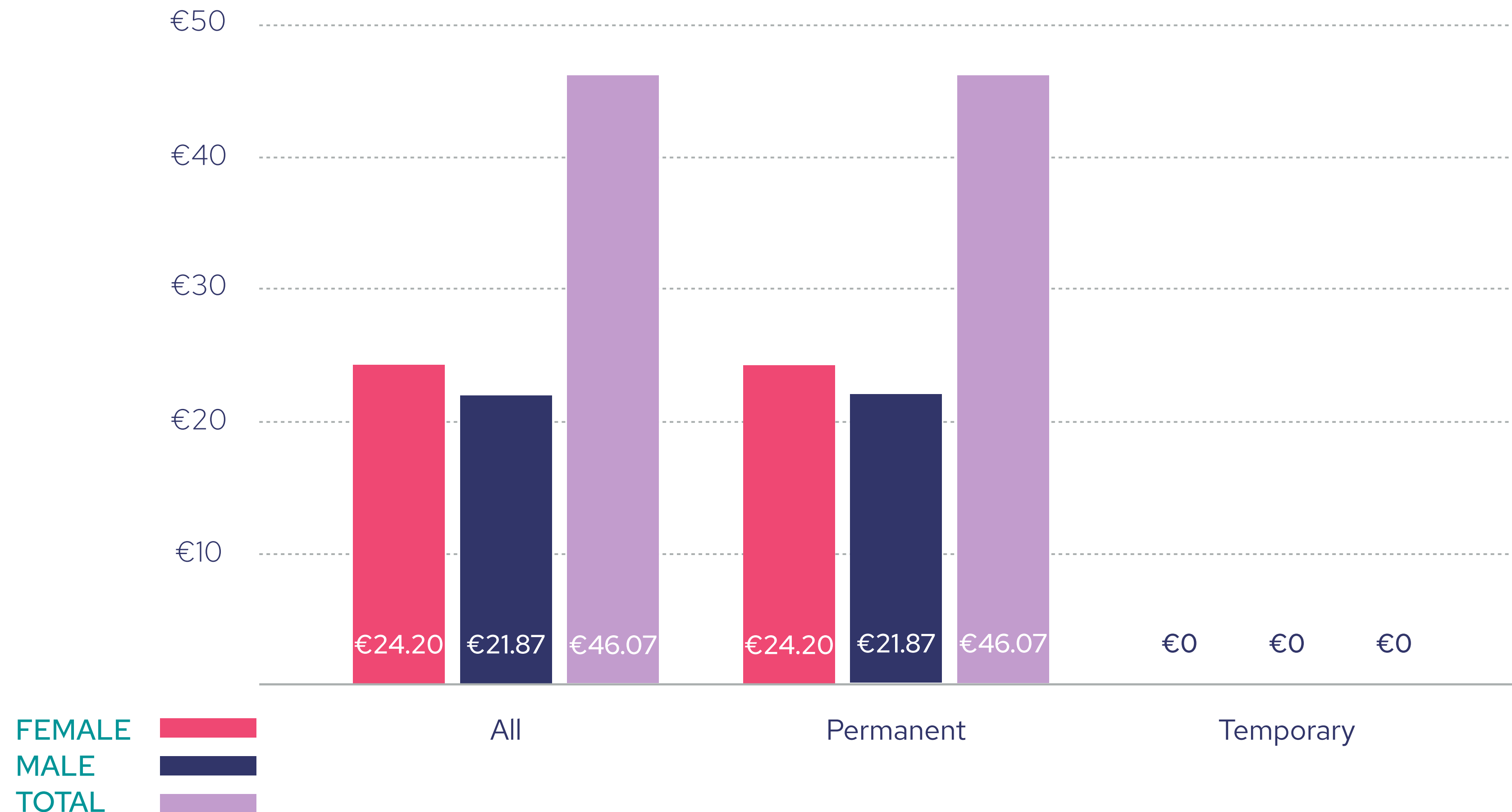
0%

Temporary



# SUPPLEMENTARY INFORMATION & CALCULATIONS

## Median Hourly Remuneration



## Difference Between Male & Female (expressed as % Males)

-10.65%

All

-10.65%

Permanent

0%

Temporary



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