



Prioritizing Gender Equality National Pen Pay Gap Report 2022

National Pen's Road to Digital Transformation: Commitment to Equality & Development

About National Pen

- National Pen's personalized promotional products are created for and inspired by small businesses.
- Founded in 1966 in the USA, National Pen has over 50 years of experience and serves over 20 countries worldwide, providing personalized marketing solutions that help businesses connect with their customers through a personal brand experience.
- Originally a mail order business, today National Pen is comprised of Pens.com, our multi-channel direct business with Ecommerce, Mail Order and Telesales channels and Goldstar, our global supplier business.
- National Pen is the largest global provider of customized writing instruments, but we also offer a broad range of other personalized promotional products, including stationery, drinkware, bags, gifts, and trade show accessories.
- Operating via a network of 10 facilities across North America, Europe, Asia and Africa, National Pen employs over 3,000 team members globally.
- National Pen is a Cimpress brand. Cimpress plc (NASDAQ: CMPR) invests in and builds 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 35 years. Today, National Pen employs approximately 320 team members in Ireland, and Dundalk remains an important operational site. Teams across Ireland are working to propel National Pen's Digital Transformation as across the business we strive to progress our transformational goals of Creating a Service-Focused Mindset, Driving Profitable Growth and Delivering Return on Investment.

"Gender Equality is a Cornerstone of National Pen Values"



Across National Pen, Diversity, Inclusion and Equal Opportunities are core values. In line with our Road to Digital Transformation Strategy, we advocate for diverse talent acquisition, a culture of inclusivity, and ongoing learning and professional development. Globally, women make up half of our Senior Leadership team, and our management teams are closely balanced (47% female to 53% male), which is also the case in Ireland. You will learn more about gender equality at National Pen throughout this report, and the efforts we are making to continually support and develop our female leaders. While we recognise that gender pay parity is just one measure of an inclusive workplace,

*I am proud to report that **our Gender Pay Gap in Ireland is less than 1%.***

Ours is a truly multinational, multiracial, and multicultural global team, and this diversity is a core strength of our organization. Our differences and the wide range of diverse perspectives and experiences our team members bring to work every day enable National Pen to stay creative and dynamic, continuously evolving our company for the better.

A handwritten signature in black ink that reads "Peter Kelly". The signature is fluid and cursive.

Peter Kelly
President & CEO

CHAMPIONING EQUALITY ACROSS OUR ORGANIZATION

Global Workforce Equality

Global Workforce: As of FY23 Q1 (October 2022) National Pen's global workforce is comprised of 2876 team members spread across four continents, with a significant number of additional support staff also operating in India. Our team members are vastly diverse in terms of gender, nationality, race and religion and this diversity is a significant organizational strength as a range of perspectives leads to the most innovative ideas and solutions. **The gender breakdown of our current global workforce (October 2022) is 58% Female to 42% Male.**

Newest Team Members: The Holiday season (September - December) is National Pen's busiest period and our Talent Acquisition teams ramp up hiring efforts to support this crucial time. 868 new team members joined National Pen this year to support a range of functions including Marketing, Manufacturing & Fulfilment, Call Centre Operations and Technology. **Of these 868 new team members, 56% are female and 44% are male.**

Global Leaders: It is important to us that our leaders reflect the diversity of our workforce, especially in terms of gender. **At management level, across the organization leadership roles are almost evenly split with 53% male to 47% female.**



Irish Workforce Equality

Irish Workforce & Gender Pay Gap: In Ireland, as of the snapshot date (30th June 2022), our 320 strong workforce is comprised of 54% male to 46% female employees. **The mean gender pay gap between Irish employees in 2022 (on the snapshot date) is 0.79%.** The Bonus gap is considerably wider at almost 18% and this will be something we will work to address in the future.

2022 Gender Pay Gap

National Pen's Irish Workforce	
2022 Pay Gap	
Mean	0.79%
Median	-1.31%
2022 Bonus Gap	
Mean	17.9%
Median	10.61%

Irish Leaders: At management level and above in Ireland, similar to the global trend **leadership roles are almost evenly split with 54% male to 46% female.**

Balanced Benefits in Kind (BIK) Allocation: Just over a quarter of National Pen team members in Ireland avail of Benefits in Kind – 26.2% of male employees and 27.7% of female employees. These Benefit in Kind predominately include health insurance benefits:

Benefit In Kind (BIK) % by Gender						
Gender	Male		%	Gender	Female	%
No		127	73.8%	No	107	72.3%
Yes		45	26.2%	Yes	41	27.7%
Grand Total		172	100%	Grand Total	148	100%

Irish Workforce & 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, 64% of team members work fully remote of which 34% are female and 30% are male. An additional 36% of the Irish workforce avails of a hybrid-working model that combines periods of remote working and onsite working. Of this 36%, 24% are female and 12% are male. **Overall more women than men in Ireland avail of remote and hybrid working opportunities.**

Leading by Example - Cimpress' Commitment to Diversity & Inclusion

National Pen's parent company Cimpress is committed to maintaining a work environment where team members are treated with respect and fairness. Cimpress values individual differences, unique perspectives, and the distinct contributions that each one of us can make. Cimpress is a nationally diverse global company that acts as a positive force for international exchange and understanding. Within Cimpress, there are a number of internal employee resource groups including Women @ Work, Mosaic, and PRIDE, that promote diversity and belonging. National Pen team members have the opportunity to join these groups to network with like-minded team members across all business units within the Cimpress family.

GLOBAL INCLUSION & ENHANCEMENT OF EMPLOYEE EXPERIENCE

Your Voice Employee Engagement Survey: At National Pen, we constantly strive to improve our Employee Experience by listening to team member feedback across locations. To advance this effort, we launched our first Global Employee Engagement Survey last year (2021). Through the survey that was run by an independent third party, team members anonymously provided feedback on everything from leadership and culture to compensation and technology. The feedback gained from last year's global engagement survey has informed many of our decisions and investments over the past year and will continue to influence our decisions going forward. We have already actioned a range of initiatives to address gaps identified via the survey and look forward to continuously improving our Employee Experience in 2023 and beyond.

Diversity & Inclusion: National Pen is an equal opportunities employer and we do not discriminate on the basis of gender, race, age, religion, ethnic background, sexual orientation, class, disability, or marital/parental status. We are proud to be driven by a diverse, multinational workforce and this diversity is a core strength. From the aforementioned global survey, we learned that over 70% of team members globally feel National Pen is accepting of diverse backgrounds and ways of thinking. A similar number of respondents also appreciate the 'family feel' fostered across our organization as we promote a culture of openness to knowledge sharing and candid feedback in a supportive environment. To further our Diversity & Inclusion goals we are devising a formal D&I Policy and continue to build out our D&I Strategy.

Developing our Current & Future Leaders: We are proud to have gender-balanced leadership across our organization. To enhance our current and future leaders we have launched a range of development initiatives in 2022. These multi-level initiatives include a Development Program for Emerging Leaders (where emerging leaders can advance their knowledge and competency asynchronously via an online learning platform) and Executive Coaching at Senior Leadership level.

Recognising Global International Gender Days: At National Pen, we recognize and celebrate international days of importance to elevate diversity and inclusion. In 2022, to celebrate International Women's Day and its theme of Breaking the Bias, the most senior female leaders at National Pen held a panel discussion on the challenges and advantages of being a woman in senior leadership, offering advice to the next generation of female leaders. Throughout Women's History Month, we also spotlighted women across all levels of our organization and their experiences of #BreakingTheBias.



"I feel very lucky to have worked for amazing leaders who taught me that my ideas were worthwhile and my hard work was appreciated. This gave me the confidence and autonomy to make important business decisions and grow my career. I owe so much of my growth to my mentors!"

- Rebecca Phillips, Regional Talent Acquisition Lead - Americas on breaking biases and growth for International Women's Day

Globally we also marked International Men's Day in November to highlight the many positive male role models across our business and to raise awareness of men's mental health and the company supports available.



"For the last two years, National Pen has encouraged me to work on exciting projects and foster a team that has become like a family to me. This has enabled me to witness some incredible acts of leadership and cooperation. On top of that, a big part of my team became fathers this year, including myself...We were able to help each other during this time, and the team grew stronger by doing so, emphasizing work/life balance."

Fernando Muñiz, Global Senior IT Infrastructure Manager on International Men's Day and Leadership (pictured with baby Lorenzo 'Enzo' Muñiz).

National Pen is proud of the gender equity evident across our organization and we are committed to continually advocating for diverse talent acquisition, a culture of inclusivity, and ongoing learning and professional development to ensure all team members reach their full potential.

Supplementary Information & Calculations

1. Quartiles % by Gender - Hourly Remuneration Full-Time

FULL TIME

Quartiles	Count of Quartile	Average of Hourly remuneration	Gender	Count of Quartile	Average of Hourly remuneration
1st	78	13.25	Female	139	20.32
2nd	79	16.52	1st	35	13.36
3rd	89	20.21	2nd	35	16.43
4th	64	34.42	3rd	41	20.39
Grand Total	310	20.45	4th	28	33.79
			Male	171	20.56
			1st	43	13.16
			2nd	44	16.59
			3rd	48	20.06
			4th	36	34.91
			Grand Total	310	20.45

2. Mean Hourly Remuneration - Difference by Gender/PT/Temp

ALL

Gender	Mean of Hourly Remuneration	Difference between Male & Female % (expressed as% males)
Female	20.36	
Male	20.52	0.79%
Grand Total	20.44	

PART-TIME HOURS

FT/PT	Part Time	
Gender	Mean of Hourly Remuneration	Difference between Male & Female % (expressed as% males)
Female	20.92	
Male	14.05	-48.86%
Grand Total	20.23	

TEMPORARY CONTRACTS

Employment Type	Temporary	
Gender	Mean of Hourly Remuneration	Difference between Male & Female % (expressed as% males)
Female	13.16	
Male	13.17	0.08%
Grand Total	13.16	

3. Median Hourly Remuneration - Difference by Gender/PT/Temp

ALL

Gender	Median	Difference between Male & Female % (expressed as% males)
Female	17.84	
Male	17.61	-1.31 %
Grand Total	17.73	

PART-TIME HOURS

FT/PT	Part Time	Difference between Male & Female % (expressed as% males)
Gender	Median	
Female	20.85	
Male	14.05	-48.49 %
Grand Total	20.52	

TEMPORARY CONTRACTS

Employment Type	Temporary	Difference between Male & Female % (expressed as% males)
Gender	Median	
Female	12.97	
Male	12.76	-1.65 %
Grand Total	12.79	



NATIONAL PEN
at pens.com 

pens.com

@2022 National Pen. All rights reserved

National Pen, the National Pen logo, and Make your brand personal are trademarks of National Pen.