



Cpl Sustainability Strategy and Report 2023

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Message from our CEO



In the midst of exceptionally turbulent times - both globally and nationally - it has become increasingly important to ensure that our company is built on very solid foundations. Not solely in structures and management but in the values that we hold, our integrity and our commitment to having a positive impact on our people, those that we work with and on the environment in which we work.

I am so proud of the work that has been undertaken across the Cpl Group and the continued passion for sustainability, volunteering, and charity along with a strong commitment to diversity, equity and inclusion.

This report allows us to capture all our efforts in one place and gives an opportunity to see how far we have come with our sustainability commitments over the past year. This is an iterative process, and we are constantly looking to learn and improve. This is the second year of the report, and it is testament to the teams involved to see just how much can be achieved within a year. With solid structures in place and key goals to keep us accountable we can make an incredible and lasting impact.

People are at the heart of everything that we do at Cpl Group, and we must always take a holistic view. We are not simply about finding a role for people, we are about helping people succeed in work and in life. Everything we do has impact - we interact with people at a very crucial point in their lives and are the channel through which people secure the roles that not only affect them but also their families. It is why it has always been important to us to take a very collaborative approach within our own teams, with our clients and with all of the job seekers we support. Our belief is that by working together we create a ripple effect that impacts positively on all those who interact with us.

We want our values to remain evident to everyone we deal with - values such as accountability, customer focus, communication, respect and empowerment. It is through more challenging times that we need to double down on this commitment so that we are confident that Cpl Group's impact on people and the environment in which we operate is a positive one.

We have to recognise the importance of our role and the part we each have to play in making the world a more sustainable place. It is not enough to look to others to implement change but rather look at what we can do - in big ways but also small incremental ways that can have a powerful cumulative effect. This is evidenced by the great work outlined in this report.

Sustainability is at the heart of our vision, our transformational talent solutions and experiences must be beneficial not just to the people but also the environment in which we work. We remain committed to Environmental, Social, and Governance (ESG) principles which are deeply ingrained in our operations. Following on from our first Sustainability Report and Strategy published last year, we continue to be guided by the double materiality assessment, our innovative Business Strategy, and the United Nations Sustainable Development Goals (SDGs). Within our Sustainability Strategy we remain focused on:

- **SDG 3 Good Health and Wellbeing**
- **SDG 4 Quality Education**
- **SDG 8 Decent Work and Economic Growth**
- **SDG 10 Reduced Inequalities**
- **SDG 13 Climate Action**

We strive for excellence in these key areas and are continuously innovating, measuring successes and seeking new ways in which to improve, learn and develop opportunities to positively impact on the world around us.

Please take the opportunity to read through this report and learn more about all of the great work that is happening and is planned, to reinforce Cpl Group's commitment to sustainability. I particularly urge you to read through the list of 2023 achievements which give a great snapshot of the many and varied initiatives undertaken.

We can be proud of the work done but never complacent - we need to remain vigilant and agile to adapt to changing environments, to remain open to diverse perspectives but most importantly to keep our focus people centred.

Let's continue to build on these great foundations and do what we can to make our world a better place.



Lorna Conn
Lorna Conn - CEO



Message from our Sustainability Consultant



I could not be prouder of where Cpl has come on its sustainability journey. In 2023, we continued to embed sustainability into our business culture through our alignment to the Sustainable Development Goals (SDGs) which is where we have seen real change happen.

Our aim for this report is to bring you through some of our achievements against our SDGs to date and to share with you our goals for the future in order to meet our overarching target of Net Zero by 2045.

This report is for everyone. It's for our clients, our candidates, our suppliers, and our people. It's for those who are in our ever-growing value chain and those who may be in the future. It's also for companies and individuals alike who might be looking for a way to start their journey or simply want to scope out what other companies are doing. It is truly only by working together, by learning and evolving and by sharing experience and information that we can create positive change in our working and living environments. That is why collating all of this information in one place is so important. We can see what we have achieved but also be open to see where we still face challenges and can still improve.

Sustainability is and must be a collaborative effort if we are going to reach our communal goal to limiting global warming at 1.5°C to keep humanity and nature safe.

To be truly collaborative however, it is imperative that we remain transparent. You will see throughout this report that we have faced some challenges this year, and I suspect that if you're reading this, you probably have too. We do not have all the answers to these challenges, but we do commit to facing them head on and doing our best to overcome them - together.

Our aim for 2023 was to drive sustainability throughout Cpl. To support us with this mission we were delighted to refresh our GreenWorks Committee who have taken a proactive approach to increasing awareness across the business. We upskilled our leaders on our sustainability strategy and increased their understanding of the topic.

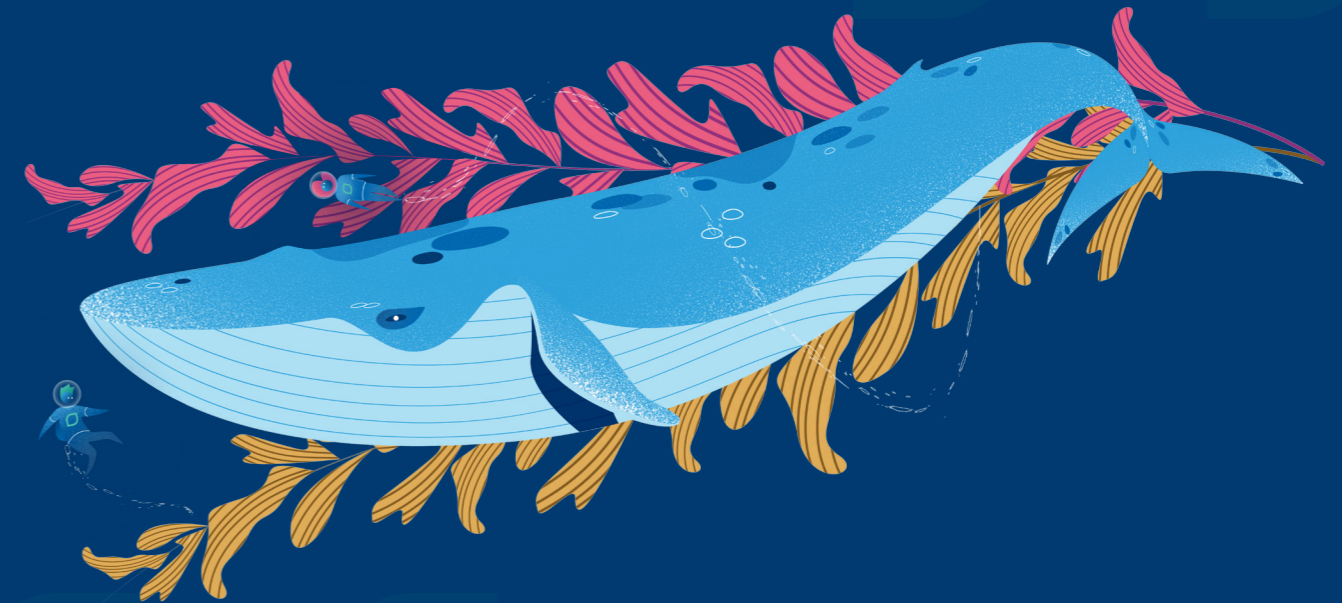
By connecting with our supply chain on sustainability we have expanded important business relationships and have begun the conversation on emissions reduction and responsible business practice.

We took a huge step forward in 2023 by expanding our data collection to include 10 of our 13 countries in which we operate. We also conducted a materiality on our scope 3 emissions and included all material scope 3 categories in our data collection. While this did mean an increase in reported emissions overall, we are much more confident in the accuracy of our data and look forward to increasing our scope further in 2024.

By taking the time to read through this report you will see the dedication that Cpl has as a Group to achieve our vision to be the world's best at transforming our clients and candidates through sustainable transformational talent solutions and experiences.



**Kerri Morris -
Sustainability Consultant**



About Cpl

Cpl is a global provider of talent solutions including specialist recruitment, managed services, business process outsourcing, and strategic talent advisory services. We employ almost 13,500 people who support our 4,500 clients globally. We have 45 office locations operating in 13 countries worldwide - Ireland, United Kingdom, Germany, France, Belgium, Poland, Czech Republic, Slovakia, Hungary, Bulgaria, Switzerland, Tunisia, and the United States. Headquartered in Dublin, Cpl is a wholly owned subsidiary of OUTSOURCING Inc. ('OSI'), a Tokyo headquartered publicly listed company. OSI employs over 129,000 people worldwide and operates in 39 countries across 6 continents. Through OSI, Cpl has a network of 269 sister companies, enabling an even broader service delivery capability for our clients.





Employs over 13,500 people



Internal Cpl Employees 1,112



Flexible Talent Employees 11,645



45 offices across 13 countries



4000+ clients



56% leadership team are female



Ireland's largest talent solutions provider



Voted 5th Place to Work in Ireland and 24th in Europe



Achieved Gold Investors in Diversity Award

Over the past 33 years, Cpl has evolved from a traditional recruitment business to one which operates across the entire talent spectrum. This evolution reflects the global demand for more sustainable, solutions-oriented workforce models. Cpl is positioned well for growth, both domestically and internationally. We continually seek new and more sustainable ways to deliver value for clients and growth for our shareholders by ensuring our service propositions are at the leading edge of the world of work. Our transformational talent experiences strategy has been embedded across Cpl under our 3 strategic pillars of Future Ready, Client First, and Total Solutions.

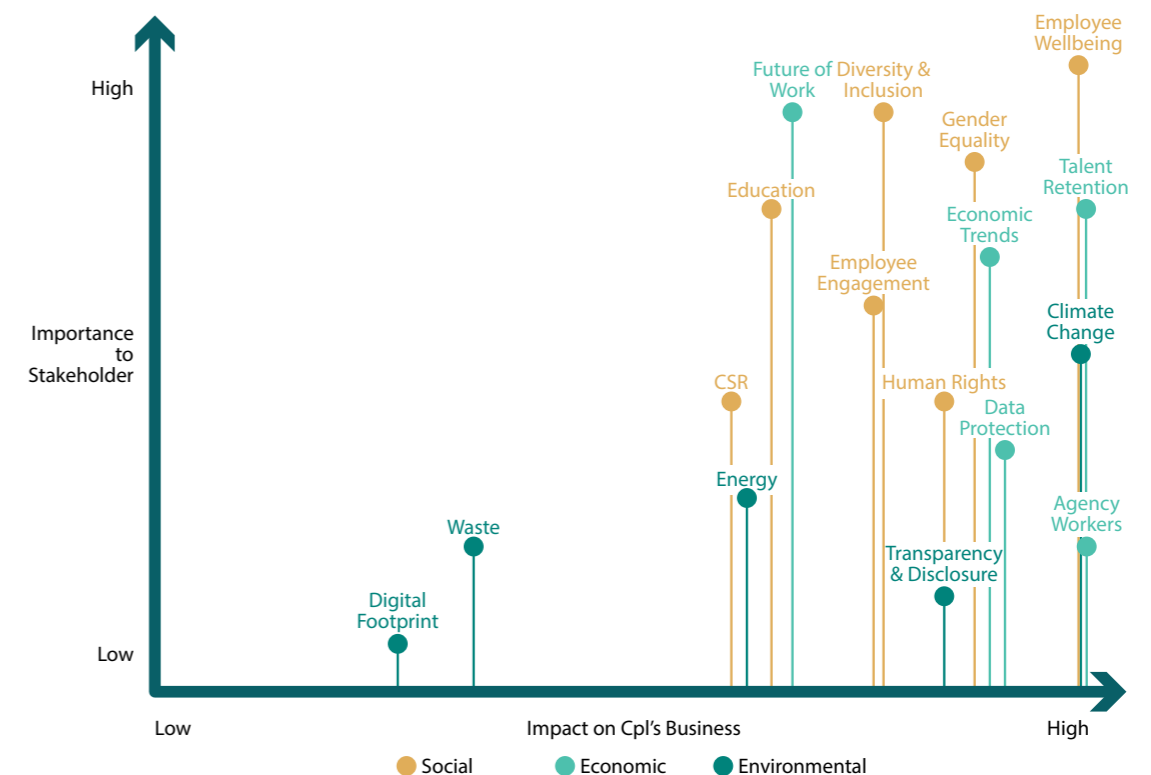
Across the Cpl Group, there is a collective passion for helping others and giving back. We are committed to becoming a more sustainable business, ensuring inclusive opportunities for all, and minimising our environmental impact. We believe that sustainability issues will and should play an increasingly important role in the long-term success of all businesses. We are committed to operating a business that has a positive impact on all stakeholders and we are determined that our sustainability activities and targets will fulfil that ambition.

To Cpl, sustainability means being an exemplar for good sustainable business practices, by creating a positive impact on society, the environment, our people, and our economy.

Our Sustainability Strategy is informed by the results of a double materiality assessment conducted in 2022. This assessment allowed Cpl to identify the most important issues for Cpl's business, and the impact our business has on society, the environment, our people, and the economy. It was created from a review of Cpl policies and sustainability documents, stakeholder interviews, a companywide survey and from a workshop with our GreenWorks Committee.

Cpl's GreenWorks Committee was launched in 2019 and is constantly recruiting people from across the Cpl Group. Its mission is to ensure our workplaces are best in class for sustainability by encouraging our colleagues to work together and motivate our clients, candidates, and local communities to do the same. Initiatives led by our GreenWorks Committee include Plastic Free July, Earth Day, No Mow May, and our Litter Pick Campaign.

The below graph showcases the results of our double materiality analysis and emphasises the importance of employee engagement in our future sustainability work, along with a requirement for additional training to be provided to our people.





The results of our materiality analysis have guided our approach to our Sustainability Strategy and Report and have given us a stronger understanding of the risks and opportunities presented to our business. Please see Appendix 2 for more details.

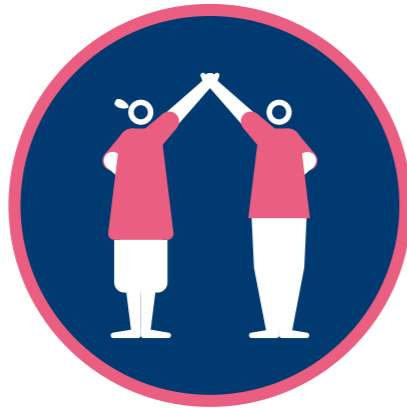
We recognise the importance of defining our strategy in a universal way that allows us to collaborate with our parent company, OUTSOURCING Inc. (OSI), and with our stakeholders across different industries and in different countries. Therefore, our strategy for sustainability, is guided by the [United Nations Sustainable Development Goals \(SDGs\)](#).

Cpl's culture is one of openness, respect, and clear communication, we are entrepreneurial in spirit and are passionate about the work we do. We believe that our culture enables us to deliver consistently outstanding service to our clients and candidates and that it drives stronger performance across our business.

Our core values of Customer Focus, Accountability, Respect, Communication and Empowerment are an integral part of our culture and sustainability vision.



Customer Focus



Accountability



Respect



Communication



Empowerment

Cpl Sustainability Strategy and Report 2023



Sustainability Strategy



At Cpl our vision is to be the world's best at transforming our clients and candidates through *sustainable* transformational talent solutions and experiences.

The realisation of this vision is supported by 3 strategic pillars: *Future Ready, Client First and Total Solutions.*

Future Ready

We will be at the leading edge of the future of work in a climate affected world, to enable our clients, candidates, colleagues, and our communities to be future ready. Cpl will achieve this through collaborative networks of 'think & do' leadership, a focus on co-creation, the continued development of the Future of Work Institute and a net beneficial approach to the environments in which we operate.

Client First

We will be strategic and ethical in how we work with our clients and create new experiences to fully understand how we can transform our clients' businesses through a broad range of sustainable services and supports. We will be a lighthouse for new thinking and new approaches to modern leadership.

Total Solutions

We will design and deploy real-world ready integrated solutions across the talent spectrum that will create transformational value, appropriate to the needs of our clients and our candidates. To achieve this, we will be an exceptional employer and create equal opportunities for all our stakeholders.

The output of our 2022 materiality assessment identified 5 primary objectives in line with the United Nations Sustainable Development Goals (SDGs) that have the *greatest impact on our business* and where we believe we can *make the most difference*. These 5 SDGs, along with our 3 strategic pillars, have formed the basis of our sustainability strategy.



Vision	At Cpl our vision is to be the world's best at transforming our clients through sustainable transformational talent solutions and experiences.		
Strategy	Future Ready	Client First	Total Solutions
Sustainability Drivers	Environment & Ecosystems	People & Society	Leadership & Economy
SDGs	 	 	

We have identified targets and metrics against each of our 5 SDGs and have detailed our plans to monitor and improve our performance in this Sustainability Strategy and Report. It's important to Cpl that we provide transparency in our reporting and have therefore included a full list of targets in Appendix 4.



Our Commitments



Our commitments are aligned with our responsibilities to our strategic pillars of Future Ready, Client First, and Total Solutions to help ensure a positive impact on society, the environment, our people, and our economy.

Below we have provided our Strategic Objectives across our 5 chosen SDGs. For a full list of targets and metrics, please see Appendix 4.

<p>Strategic Objective 1</p>	<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Provide decent work by operating to the highest standards and complying with all existing laws and regulations</p>
<p>Strategic Objective 2</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Protect our people's Health, Safety & Wellbeing</p>
<p>Strategic Objective 3</p>	<p>4 QUALITY EDUCATION</p>	<p>Provide first class Learning and Development opportunities to empower our people and our communities with the skills and knowledge needed to fulfil their potential</p>
<p>Strategic Objective 4</p>	<p>10 REDUCED INEQUALITIES</p>	<p>Reduce inequalities by eliminating discriminatory practices</p>
<p>Strategic Objective 5</p>	<p>13 CLIMATE ACTION</p>	<p>Take urgent action to combat climate change and its impacts</p>



<p>Measured the operational carbon footprint across 10 of the 13 countries where we do business</p>	<p>Included all material Scope 3 categories as part of our data collection</p>	<p>Established the footprint associated with providing recruitment services to our clients</p>
<p>Received a 'Committed' badge in EcoVadis under new medals programme</p>	<p>Reported to CDP for the second year and moved up to a B rating</p>	<p>New A3 rated Corporate HQ</p>
<p>Announced a company-wide DE&I goal to make Cpl a Diverse, Equitable and Inclusive workplace for all</p>	<p>Achieved a number of awards for our DE&I Strategy</p>	<p>Obtained ISO 14001 accreditation for the Cpl Group</p>
<p>Provided free period care products for our employees</p>	<p>Logged almost 1,000 hours of Volunteering Time Off</p>	<p>Doubled our TY programme</p>



2023 Awards



At Cpl, we place huge importance on creating a culture of inclusion and belonging. We are honoured to have been presented with numerous awards for our sustainability achievements in 2023.

Won

Cpl has been recognised as a Great Place to Work (GPTW) for the past 9 years, in 2023 we ranked 5th in the Best Large Workplace category for Ireland and we are placed 24th in Europe, up 7 places from our inaugural listing in 2022. We are also recognised as a great place to work for women for the 4th year in a row.

Cpl was awarded Company of the Year at the National Diversity & Inclusion Awards in 2023 and are sponsors of this award programme in 2024. In 2023 our colleague Mei Lin Yep received special recognition and was highly commended in the Employee of the Year category. In addition to this Cpl won 'Best DE&I Strategy' award at the ERF awards this year.

Servisource were the proud winners of the Best Use of Technology Initiative at the Workplace Excellence Awards 2023.

At the TIARA Talent Solutions Awards for Europe, Cpl's Future of Work Institute won Best New Talent Solutions Provider.

Flexsource won the award for Diversity, Equity, and Inclusion 2023 at the Fingal Business Awards 2023.

Covalen was recognised as 'highly commended' for two categories - Best Employee Engagement & Best Training and Development Programme at the CCMA Irish Customer Contact & Shared Services Awards.

Most recently Cpl won the Diversity, Equality and Inclusion Award at the Business & Finance Media Group Awards where the judging panel commented that "Cpl epitomises a profound movement towards fostering an inclusive workplace and societal impact".



Shortlisted

Both the Talent Evolution Group (TEG) and the Future of Work Institute were shortlisted for the Employer Brand Category and TEG was shortlisted for the Long-Term Partnership Category at the TIARA Talent Solutions Awards.

Cpl were shortlisted for the Diversity and Inclusion category in Chambers Ireland's Sustainable Business Impact Awards. This category celebrates initiatives that enhance the diverse environment of workplaces



and fosters inclusion for all staff. It was fantastic to see some of the amazing initiatives being led by others. At the awards, we were recognised for our BeProud Café initiative. Our Cafés aim to foster a strong culture of awareness and inclusion across our entire business.

We were selected as finalists for the Diverse Company of the Year and the Disability Inclusion Award categories in this year's Diversity in Tech Awards. The Diversity in Tech Awards shine a light on organisations striving to create a more diverse and inclusive workplace.

Cpl were Shortlisted across two categories at the HR leadership awards this year, Most Effective Use of Internal Communications and Best Workplace Diversity Strategy and were also a finalist at the CIPD Awards in 2023 for our DE&I Strategy.

Cpl were shortlisted for three Business and Finance Media Group Awards in December 2023; The ESGaward, Company of the Year Award, and our CEO, Lorna Conn was chosen as a finalist for Business Person of the Year.

Third-Party Verification & Memberships

Cpl is proud to engage with the following organisations on our sustainability activities. They allow us to confidently verify our performance and set appropriate improvement targets through third party verification.

Carbon Disclosure Project (CDP)

CDP is a not-for-profit charity that runs a global disclosure system for investors, companies, cities, states, and regions to manage their environmental impacts. The Carbon Disclosure Project has spent the past 20 years creating a system that has resulted in unparalleled engagement on environmental issues worldwide.

In 2023 we voluntarily disclosed for the first time having disclosed under the supplier programme in 2022. In 2023 we expanded our footprint to include all materially relevant countries and all relevant scope 3 categories and were thrilled to have moved up from a C to a B rating putting us in the "management" band, recognising the coordinated action we are taking on climate issues.

Ecovadis

Ecovadis is the world's largest and most trusted provider of business sustainability ratings, intelligence, and collaborative performance improvement tools for global supply chains. Their assessment methodology is built on international sustainability standards, including the Global Reporting Initiative, the United Nations Global Compact, and ISO 26000.

There were a number of changes to the EcoVadis Medals Programme introduced on January 1st 2024. At Cpl, we recognise the importance of continuous improvement and corrective action. To ensure that our goals and strategies are aligned with the changes we have made the decision to update our target to maintain continuous improvement through the corrective action plan. See page 55 (link) for more information.

Cpl Resources was assessed under this new medals programme in January and increased our score by 13 marks. We were awarded a Committed Badge as a result of our demonstrated commitment to our sustainability programme and Sustainability Management System.

In 2023, Cpl Solutions also moved into the Large Business category where, despite much more stringent scoring criteria, we received a Bronze Medal.



United Nations Global Compact

In April 2021, Cpl's parent company, OSI became a signatory to the [United Nations Global Compact](#), a non-binding United Nations pact that encourages businesses and firms worldwide to adopt sustainable and socially responsible policies, and to report on their implementation. OSI supports the Global Compact's 10 principles in the four areas of Human Rights, Labour, Environment, and Anti-Corruption. As such, the content of our sustainability policy also reflects this commitment.

In 2023, the Cpl Group also took part in the Global Compact UK Network's SDG flag campaign #TogetherForTheSDGs to show our commitment to the SDGs and their mission to guide us to a more inclusive, just, and sustainable world by 2030.

Irish Centre for Diversity (ICFD)

The [Irish Centre for Diversity \(ICFD\)](#) provides companies with a framework that supports their Diversity and Inclusion journey for continuous improvement. In 2023, Cpl was awarded the Gold Investors in Diversity Equity and Inclusion Mark, we were proud to be the first Talent Solutions Provider and were the 9th organisation in Ireland to attain this mark at the time.

This mark is a wonderful accolade and reflects the tremendous work that has been carried out by our DE&I committee and by every individual for helping to ensure we continue to make Cpl a diverse, equitable and inclusive workplace. Inclusion is about ensuring everyone feels safe and supported at work and by doing so we know we can help people reach their full potential and in turn serve our clients, candidates, and one another to the highest standard. Read what the Irish Centre for Diversity had to say on [page 43](#).

Memberships & Accreditations

As active members of several bodies and organisations, we fully understand that sustainability is a key part of business today. Through these memberships, Cpl has gained fantastic insights to help drive our sustainability goals. We continue to maintain and expand these memberships and relationships every year. These memberships include:



Cpl's parent company, OUTSOURCING Inc. (OSI), regularly conducts internal audits, and these cover all areas of Cpl's activities, including; Adherence to Cpl's Delegation of Authority Matrix, Payroll, Sales, Financial Management and Planning, Health and Safety, IT security, Environment, and overall Governance. Internal Audits include consideration of issues raised in previous audits and performance improvement are monitored and tracked as part of this process.

In addition, as a major subsidiary of OSI, Cpl is subject to the regulations of J-SOX, Japan's Financial Instruments and Exchange Law, which is the Japanese version of Sarbanes-Oxley (SOX). The J-SOX compliance law introduces strict rules for the internal control of financial reporting to protect investors by improving the accuracy and reliability of corporate disclosures.

Cpl has worked with specialist advisors to ensure all internal processes are J-SOX compliant. Cpl undergoes quarterly audits by our auditors, KPMG, and all reports are subject to review by Deloitte (JPN) which are the OSI group auditors.

In 2023 Cpl Group became ISO 14001 accredited for our Environmental Management System. Becoming accredited to this standard has helped Cpl to improve our environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.

Additionally, Cpl operates and adheres to several quality management certificates which are specific to the relevant specialist divisions within Cpl:

- Cpl Healthcare operates to and has full accreditation to ISO 9001: 2008 and ISO 9002 for Quality Management. Cpl UK Healthcare (Rig Medical) operates to and is accredited to the ISO 9001 standard
- The Cpl Institute, Cpl's training business which provides training, both externally to clients and internally, operates to and has full accreditation to ISO 9001: 2008 for Quality Management
- Servisource operates to and is accredited to ISO 14001: 2015 for Environmental Management System, ISO 45001: 2018 Health and Safety, ISO 9001 Quality Management System, and ISO 27001 for Information Security Management. Myhomecare (part of the Servisource Group) is Ireland's only JCI Gold Seal accredited homecare provider
- Covalen, our managed service business operates to and is accredited to ISO 9001 for Quality Management and ISO/IEC27001 for Information Security Management
- Our greenhouse gas (GHG) emissions data is externally verified to the ISO 14064-3 GHG standard





Strategic Objective 1

8 DECENT WORK AND ECONOMIC GROWTH



Promote inclusive and sustainable economic growth, employment, and decent work for all.



Our Commitment

Cpl is, at its core, a people business. We can change a person's life by finding them their dream job and can help a client develop innovative solutions to meet their resourcing needs and talent management challenges. As a leading provider of talent solutions, Cpl believes in providing decent work for all.

Cpl defines decent Work in line with the International Labour Organization (ILO) as productive work for people of working age in conditions of freedom, equity, security, and human dignity.

Cpl commits to providing people with decent work by operating to the highest standards and complying with all existing laws and regulations. We work with reputable companies and ensure that all work is in line with the conditions set out by the ILO in all the countries we operate in. In addition, our suppliers are expected to comply with our Supplier Code of Conduct.

Achievements to date



Placed 17,200 people into decent Work in 2022 and 13,902 in 2023



Placed 24th in Great Place to Work Europe, moving up 7 spaces



Launched our Hybrid Working and Temporary Working Abroad Policies



Rolled out disability & accessibility training to over 70 employees



Logged almost 1,000 hours of Volunteering Time Off



Doubled our TV programme

Great Place to Work

Cpl is committed to providing a positive employee experience to all our people, by ensuring every individual can gain access to meaningful and challenging work, which comes with the opportunity for growth and career progression. All our business areas have clearly defined career trajectories which are outlined in our global core competency framework which was deployed in 2023 across all business areas. We have a transparent promotion process in place and have trained 850 of our people on this new process so far.



Employee Resource Groups - The Employee Voice

Cpl are incredibly proud to support our people through our collaborative GPTW working groups which were developed to ensure we are hearing the voices of all our internal people. These groups play an ongoing role in identifying, designing, and implementing innovations across Career Development, Wellbeing, and Recognition. This is not only an excellent collaborative think tank, but a great way to get to know people across Cpl.

Our Working Groups have played a crucial role in identifying, designing, and implementing ideas and suggestions across Career Development, Communication and Recognition leading to Cpl winning the Great Place to Work Team Award in 2022. This was an excellent forum for collaboration, innovation, and a great way to get to know people from across the Cpl Group. Our Great Place to Work Wellbeing and Working Parents, Guardians & Carers working groups had many people from across the Cpl group taking part. The impact from these working groups saw the introduction of our Birthday Leave and Early Finish on a Public Holiday policies in 2022.

The working groups for 2023 focused on two key areas; Working Parents and Wellbeing where volunteers from all divisions, levels and backgrounds across the Cpl Group came together. The working groups are led by a member of our Culture and Engagement Team and throughout the year held 12 meetings to work on a number of ways to improve the workplace, some of which are discussed throughout this report.

In response to our last Great Place to Work survey, working groups have also been set up in the UK and across the CEE to acknowledge and review the information provided from our employees to help improve their experience within the business.

Providing Decent Work

As a leading provider of talent solutions, Cpl has committed to placing 100,000 people into decent work by 2030. Since 2019, we have placed 62,600 people into positions across the talent spectrum through our permanent and flexible talent opportunities. In 2023 we have done considerable work to increase our reporting capabilities and have therefore been able to better identify the number of people placed into decent work since our baseline year of 2019.

Cpl's commitment to providing people with decent work also applies to the clients and suppliers that we work with. We are committed to only working with reputable clients and suppliers and set these expectations at the onset of a client relationship.

Wherever we do business, Cpl complies with existing laws and regulations, and we ensure that our suppliers operate in the same manner. Through our Supplier Code of Conduct, Cpl has established a foundation of shared values, accountability, ethics, and a culture of trust and openness throughout our value chain.

We continue to roll out our Supplier Code of Conduct to new suppliers highlighted by our risk matrix which outlines Cpl's expectation from partners and suppliers regarding sustainability. In 2023 this was issued to 78% of our total suppliers.



Cpl Ability Day

This year, Cpl ran our 5th annual Ability Day. The day aims to promote an understanding of disability issues and mobilise support for the dignity, rights and well-being of persons with disabilities. This year we had 4 speakers (two internal and two external). The objective of the event is to discuss:

- Awareness on challenges that people with disabilities face
- Stigma & stereotyping
- Removing assumptions & limitations (social vs medical model of disability)
- Disclosure & language
- Celebrate the successes and achievements no matter what disability you have

Hybrid Working and Temporary Working Abroad Policies

In February 2023, we were delighted to launch our new Hybrid Working Policy and Temporary Working Abroad Policy which support us to drive flexible working across the Cpl Group. These policies were developed to ensure that everybody across our business understands the expectations of hybrid working and working abroad temporarily and to feel well-supported throughout their experiences.

The impacts of Covid-19 have taught Cpl (along with the entire business world) a lot and with just under 40% of our employees having returned to our brand-new HQ this year, Cpl knows that flexibility is key to facilitate the new way of working. We see from our GPTW survey feedback how important flexibility is to our people in helping to promote better work life balance. Equally we received lots of feedback indicating our people's desire for more opportunities to meet, collaborate and network with people across the Cpl Group.

The purpose of these policies is to create an environment that will:

- Support employees' wellbeing and work-life balance
- Enhance the attractiveness of Cpl as a desirable employer for the Group's potential talent pool
- Retain the benefits of collaboration, team-working, innovation, and engagement through time spent working with colleagues
- Attract and retain a diverse workforce and support business continuity in the event of a public health emergency or other unforeseen events by promoting greater business resilience
- Reduce the Company's environmental impact through a reduction in employee commuting and business travel requirements

Volunteering Time Off

We encourage all our people to use 2 paid volunteering days each year. These days can be used individually or as part of a team effort to benefit a cause or community of their choice. Charities our teams have proudly supported in the past include The Trinity Centre for People with Intellectual Disabilities (TCPID), The Alzheimer's Society of Ireland, Dublin Simon Community, After Umbrage and a Shelter for Homeless Animals in Szczecin, Poland, amongst many others.

As part of our commitment to giving back, Cpl promotes Volunteering Time Off (VTO) throughout the organisation and in 2023, we introduced a Group wide KPI to use at least 4 volunteering hours and log them on our HR Management System. Cpl are delighted to have logged 998 hours of VTO in 2023.

For the first time in 2023 we were delighted to have eightbit experts (formerly neusta consulting) participate in this great initiative. Every team in eightbit experts organised a social day where, if possible, the whole team got involved. eightbit experts' teams supported or will support organisations in the following areas: children's charity, animal shelter, homeless shelter, care home, habitat maintenance. All teams who already had their volunteering time were very enthusiastic about this initiative.



Colleagues in Cpl Brno spent their volunteering day in 2023 in a local forest helping to take care of freshly planted trees.

In June 2023 our Cpl Prague team spent a day volunteering on a project to support biodiversity - suppressing invasive species of grasses in a unique location, the only place in the world where the rare and protected plant of the *Minuartia smejkalii* can be found.

In 2023 colleagues from Cpl Bratislava office spent half a day volunteering in a local dog shelter, walking the dogs waiting for adoption.

In December 2023 our people in Cpl Bratislava donated Christmas gifts and volunteered with *Kolko Lásky* where they collected and distributed Christmas gifts for lonely seniors.

Marie Devitt, Pathways Coordinator - TCPID

"Cpl have been a business partner of the Trinity Centre for People with Intellectual Disabilities (TCPID) since 2016. In the 7 years that we have worked together, the Cpl team have provided hugely valuable financial and practical support for the TCPID. Our collaborations to date have included training workshops for our students, paid graduate internship roles, and three permanent roles for our graduates. One of our main goals in the TCPID, in addition to our educational programme is to work with business partners to help create greater opportunities for meaningful employment and a greater sense of inclusion and belonging within society for people of all abilities. Cpl have the same goals and have created incredibly positive opportunities for people with different abilities within their own organisation."

One of the very first things that Cpl wanted to do as a TCPID Business Partner was to offer an internship to one of our graduates. This graduate was welcomed into the Cpl team and given the opportunity to grow and develop with careful mentoring from colleagues. Following the success of this first internship, Cpl have since offered roles to two other graduates, each tailored to the specific individual skills of the individual. Both of these internships have since converted into permanent roles.

In addition to the internships, Cpl have also designed and delivered workshops for our students, to help them with the essential skills for finding employment. The skills explored in the workshops included CV development, preparing for interviews and looking for employment. We are in the process of planning for some additional Cpl workshops for our students over the coming months.

Cpl are true champions of real and meaningful inclusion. They have welcomed our students and our graduates into their offices for workshops and for employment. They have transformed the lives of three of our graduates by offering them the opportunity to become permanent members of the Cpl team. One of the most impactful aspects of the permanent roles is that the three graduates have been supported to further develop within their roles and to continue to learn and to develop their skills and their career ambitions.

It has been an absolute privilege to work with the team in Cpl and to see their true passion for diversity and inclusion. It is important to highlight Sharon Vize and Niamh O'Connor in particular as they have championed and nurtured the partnership with the TCPID since day one. They have created an environment for our graduates to grow and to thrive within their incredible team. It is a real joy to continue to build the partnership with them."



Supporting Decent Work in Our Communities

Vision Ireland National Council for the Blind

Over the course of 2023, Cpl strengthened our partnership with [Vision Ireland](#) (formerly known as the National Council for the Blind). According to the last Census, only 1 in 4 people with visual impairment were in the labour force, and they had a 60% less chance of being in employment. They identified there was a lack of awareness from employers and colleagues and emphasised the importance of employers being open and willing to hire a person with a disability.

This year, Cpl partnered with Vision Ireland to deliver a “Train the Trainer” session where Cpl volunteers compiled content on job searches, CV preparation, information on recruitment agencies, preparing for interviews, etc. that would help the staff of Vision Ireland train their Service Users who have vision impairments to try find and secure employment. The session was very successful and Martina Melvan, Workplace Integration and Partner Officer from NCBI followed up to say:

“Vision Ireland eagerly anticipates further collaborations with Cpl, so we can enhance employment opportunities for individuals with vision impairments or blindness together. Special thanks to everyone at Cpl for their dedication.”

In return, Vision Ireland hosted a fantastic session on “How to be an Accessible Presenter” with our Cpl employees which provided excellent tips on the do's and don'ts of accessibility and inclusiveness while presenting.

Cpl were delighted to have hosted a Mock Interview and CV preparation session with the service users of Vision Ireland. Overall, the learners had phenomenal feedback about the day, with one of the participants stating: *“You can tell they made an effort with everyone, and it was great to work with them”*; and the other saying: *“Ten out of ten regarding the sighted guide!”*. Additionally, one of the learners highlighted the value of the whole experience that felt like an actual interview process, as they needed to come in properly dressed and groomed and there was also a waiting process in line for the candidates, so they received some valuable hands-on practice.

Lastly, we were thrilled to welcome Mena Fitzpatrick, a service user from Vision Ireland on an 8 week work placement with Cpl alongside her service dog Pepé over the summer. Mena was an excellent addition to the Cpl Group HR team and provided Cpl with further insight on how we can improve accessibility across the platforms we use. During her placement Mena contributed to a number of projects such as an Accessibility Audit with Access Earth, a review of our recruitment processes and Mena took part in Cpl News delivering a segment on tips for supporting blind or visually impaired individuals.

Southside Travellers Action Group

[Southside Travellers Action Group \(STAG\)](#) was founded in 1984 by Travellers and settled people in Dun Laoghaire-Rathdown. The organisation supports and represents Travellers at local and national level across Ireland and envisions an Ireland where Travellers' rights and distinct cultural identity is acknowledged and respected. It seeks to realise its vision through the design, development, and delivery of several integrated programmes which respond to the needs of Travellers in Dun-Laoghaire-Rathdown, operating in the context of social inclusion and community development and guided by the principle of Traveller leadership/participation.

Cpl's involvement with STAG begun in summer 2023 where we were invited to STAG Headquarters to learn more about the difficulties faced by the organisation. Since this initial discussion, Cpl has provided two knowledge sharing sessions with STAG, the first was an interactive session on the benefits of LinkedIn and an online presence with STAG founders, Margaret and Geraldine. The second was on site with STAG's Primary Health Unit and Local Training Initiative – TASK, where we upskilled over 20 STAG members on how to use Canva for promoting the great work they are doing, creating posters, newsletters, and banners. Following this work, Cpl were happy to donate 8 refurbished laptops to STAG in support of their work.



In May 2023, members of Cpl Group HR team also attended the Traveller and Roma conference on employment event in the Department of Children, Equality, Disability and Youth where we learned of the positive steps and initiatives being put into place by government and it's encouraging to see that the conversation about what else can be done is ongoing.

Trinity Centre for People with Intellectual Disability

Cpl recognises the challenges facing our people, including employees with intellectual disabilities and we take action to provide them with appropriate support.

We have a strong partnership with the [Trinity Centre for People with Intellectual Disabilities](#). Our consultants, directors and managers offer their members mentoring, CV and interview preparation, mock interviews, and an introduction to the world of work. We have also provided permanent roles to three graduates.

“My time in Cpl has been very positive! I've found working with my colleagues in IT to be very interesting and I've learned a lot in my time here. They're a great group to work with and I think they're an amazing and brilliant team! I'm very happy to work here with Cpl.”

Barry Olwill, IT Administrator - Cpl

Junior Achievement Ireland (JAI)

Cpl has a long-standing volunteer relationship with [Junior Achievement Ireland](#) which encourages young people to remain in education and helps them develop the skills they need to succeed in a changing world. Programmes begin at primary school level, teaching children how they can impact the world around them as individuals and employees and it continues right through to secondary school, up to age 18, preparing students for their future careers.

The programme was previously on hold due to Covid-19, but this year Cpl was delighted to pick up where it left off. In 2023 we had 9 people from Cpl volunteer their time in 9 different schools reaching 180 students. That means that over the past 10 years, almost 2,000 students from 45 different schools have had a programme delivered by a member of Cpl.

In addition, the Cpl Group IT team has hired three students who were originally part of the Junior Achievement programme. All three are excellent hires with a fantastic career in IT ahead of them.

Transition Year Programme

Following on from the positive feedback received from previous Transition Year Programmes we have now decided to facilitate this initiative twice a year. This allows us to more than double the number of students who can join us for the weeklong programme. The experience provides students with an excellent opportunity to:

- Increase their awareness of self and others through various activities and psychometric assessments
- Get a deeper understanding of their own motivations, dreams and how to apply themselves for the two years to leaving cert with those at the forefront of their minds
- Gain an insight into potential career paths across many of the areas, sectors and industries Cpl recruits



- Understand the importance of managing their digital footprint from a positive and negative perspective - how to get it right
- Explore what sustainability means in the workplace and the importance of sustainable innovation for a better future
- Share tips and knowledge around the area of public speaking and presenting skills to help them hone these crucial skills in their future
- Receive training around CV creation and Interview preparation
- Participate in sessions on physical and mental wellness

In 2023 we had 38 students in attendance. Participants come from a variety of backgrounds including relatives of our employees, our clients, and students from local DEIS schools and schools involved with the Junior Achievement Ireland programme. Our most recent programme took place in November and was a great success with the students giving us extremely positive feedback and an overall rating of 4.8 out of 5.

"I learnt a lot from the job seekers training day, I have already updated my CV after the talk and feel like it's so much better already. I have also learnt ways to manage my stress, what my personality type is and lots more."

- TY Student

Business In the Community:

Cpl has a strong partnership with [Business in the Community Ireland \(BITC\)](#) and we encourage employees to use their Volunteering Time Off (VTO), knowledge and expertise to help participants in BITC programmes which include:

- [EPIC](#) - Works with asylum seekers and refugees to help them find jobs and integrate into Irish society
- [Women@Work](#) - Supports women to gain and retain meaningful work over the long term
- [EmployAbility](#) - Provides career guidance and support to people with disabilities and health challenges and who feel ready to return to work
- [Traveller Employment Programme](#) - Supports Travellers to gain and sustain meaningful work over the long term

Cpl encourages its employees to get involved by helping to create content and deliver presentations to the participants on these programmes which better their opportunities to gain employment. We are proud to be a partner of EPIC for the last 15 years. The EPIC Programme with Business in the Community works with asylum seekers and refugees to help them find jobs and integrate into Irish society. Since 2008 our employees have used their Volunteering Time Off to assist refugees with CV and interview preparation with the intention of finding these people meaningful work. In 2023, Cpl provided 80 mock interviews and feedback sessions to Business in the Community Ireland's employment programme participants.

"Cpl has been a key partner supporting the EPIC programme since 2008, providing a remarkable 1793 mock interviews to EPIC participants over the years and in 2023 Cpl have provided interviews to 65 EPIC candidates.

The practice interviews are a crucial part of the EPIC Programme and supports participants journey into employment and succeed at job interviews. Business in the Community Ireland, the EPIC programme staff and our clients really appreciate the huge commitment and enthusiasm Cpl show throughout the year. The commitment and dedication of Cpl team continues to support migrants to integrate into Irish society through finding employment.

EPIC Programme team would like to thank Niamh O'Connor and Rachel Brannigan who co-ordinate the organisation of the mock interviews. Also, a massive thank to all the Consultants who volunteer their time to interview EPIC participants and help them on their employment journey. The positive and professional attitude of the CPL team is much appreciated, and we look forward to continuing this important work together in 2024."

Justyna Mlostek, Business in the Community Ireland



JobNet:

[Job care's/JobNet](#) is an award-winning programme that equips unemployed professionals and graduates with the skills, clarity, and confidence to secure appropriate work. Cpl supports JobNet by providing regular training workshops on interview skills, mock interviews, and giving career advice and actionable guidance around networking.

Open Doors:

Cpl is a member of [The Open Doors Initiative](#), a non-profit organisation that supports people of underrepresented groups to access employment and education in Ireland. These groups include refugees and migrants, people with a disability, LGBTQIA+, people with a criminal history, Travellers and Roma, and disadvantaged youth. As part of our partnership with Open Doors we have colleagues from across the group join one of their longest running programmes; the Mentorship Programme. The last training session in October 2023 saw 18 Cpl employees take part in the training for this programme. In addition to this, Cpl has pledged a €5,000 contribution towards the Fresh Start programme.

- We mentored students as part of the [Flash Mentoring Programme](#) organised by NEIC (Northeast Inner City) Initiative which supports students from six inner city DEIS schools
- Sharon Vize, Group HR Director is a Board member of the [Open Doors Initiative](#)

INSPIRE Mentoring:

To date, Cpl has had over 15 people sign up to be mentors in the [INSPIRE Mentoring programme](#). This programme aims to match a young person with a professional role model to support and guide them. The students are diverse Irish, Migrants, and Immigrants (First Generation), Irish Black, Irish Asian and represent many different nationalities. They are HEAR (Higher Education Access Route) students studying Business & Management, Computers & ICT, Health & Social Care and Science & Pharma etc.

Case Study: Cpl's Future of Work Institute

Cpl's Future of Work Institute (FOWI) is our consultancy business that explores, questions, and designs future work solutions with our clients, partners, and collaborators. Our FOWI is a core part of providing decent work to our clients through its research, workshops, and events across areas such as value proposition, wellness, leadership, and future organisation design.

Value Proposition Development

A biopharmaceutical company whose mission is to identify, develop and deliver life-changing therapies to people living with rare diseases was launching in Europe and needed to build out a Talent Attraction Strategy for the EU. Cpl's Future of Work Institute worked with their US and EU teams in the US in collaboration with their Heads of HR & Marketing teams to build out their People Value Proposition (PVP) to drive attraction as they were in scaling mode.

Using our PVP model and design thinking methodologies we co-created a PVP that aligned to their purpose and mission and developed key principles to be used in their campaigns. Outputs included a tailored PVP document with key principles and language to be used internally and externally, internal engagement strategy, external attraction strategy and a roadmap for implementation and application to their Talent Strategy. Overall the organisation increased their digital footprint and application to hire ratio.

Candidate Attraction Strategy

A global airports and travel retail group with operations in 15 companies had an urgent requirement for high volume recruitment of frontline staff. They engaged with FOWI to support the elevation of their



current Employee Value Proposition (EVP) and the development of a localised tailored candidate attraction strategy for these roles. Using our unique PVP model we identified 4 key themes that attracted candidates to the role and conducted a full review of the recruitment process to ensure its transparency. Outputs included:

- Crafting the localised PVP story with key themes
- Development of Candidate Guide and revised Job Spec
- Management and execution of Glassdoor and Indeed campaigns to highlight positive employee stories
- Video to highlight positive employee stories and opportunities
- Tailored microsite to house role specific information
- External attraction strategy and marketing campaign to increase application rate

Outputs included brand amplification and a 50% increase in applications.

Future Organisation

A large multinational corporation that develops medical devices, pharmaceuticals, and consumer packaged goods with locations across EU including Ireland engaged with FOWI in the development of their EU future of work 10 year strategy. As part of this project, we used Immersive Experience & Storytelling to drive creation, teamwork and innovation. Outputs included:

- Creation of a bespoke in person immersive event in Cork with 4 Immersive Rooms
- Workshop creation and facilitation through immersive storytelling
- Creation of all graphics, logos assets and video material
- Creation of a tailored roadmap/ blueprint for their future of work strategy

Outputs facilitated the development of their future of work strategy and sustainability for the next 10 years.



Future Commitments

Providing decent work for 100,000 people by 2030 (from 2019) through our permanent and flexible talent opportunities.

As a leading provider of talent solutions, Cpl is at its core, a people business. Due to increased reporting capabilities, we have reported an increase in placements in the years 2020 and 2021 through our permanent and flexible talent opportunities. In 2022 we placed 17,200 people into decent work and in 2023 we placed 13,902.

Support our people and the planet by implementing our Hybrid Working Policy to ensure the full utilisation of all 50 Cpl offices by 2023.

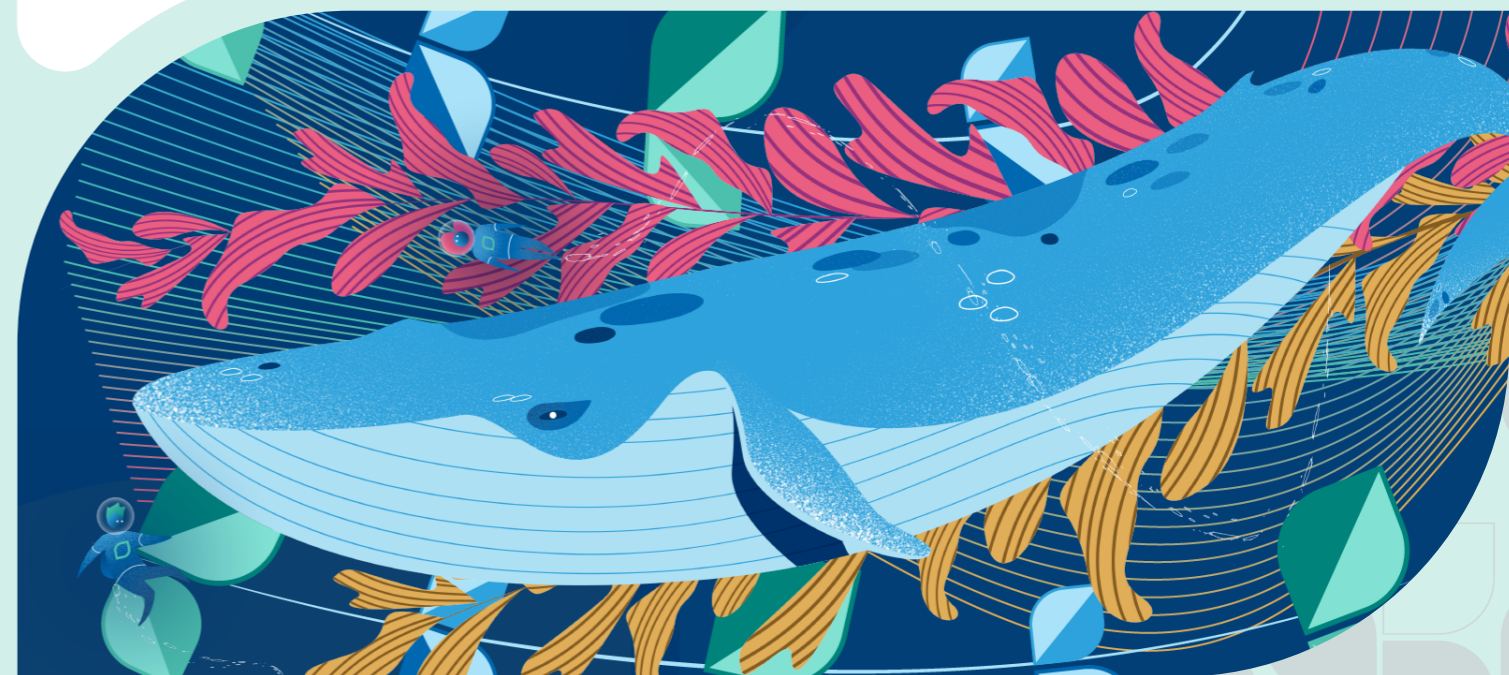
We are delighted to have achieved this goal having implemented our hybrid working policy across the business.

Support 4,000 people through our TY, JAI, and work experience programmes by 2030 with evidence of positive impacts on the participants.

We will achieve this by providing dedicated training and awareness in the areas of CV development and competency-based skills, job searching skills to drive knowledge and competency for young people who will be entering the world of work.

Increase volunteering hours with our charity education partners e.g. BITC, TCPID, JAI etc. by offering the opportunity to our internal people by 2023.

We are delighted to have increased the promotion of employee Volunteering Time Off (VTO) throughout the organisation in 2023 and have begun reporting on volunteering hours through our HRMS system. To achieve this goal, we encourage our people to share initiatives, charities or causes they care about and get other people involved.





Strategic Objective 2

3 GOOD HEALTH AND WELL-BEING



Ensure healthy lives and promote well-being for all at all ages.



Our Commitment

At Cpl, we are committed to protecting our people's Health, Safety & Wellbeing.

We recognise that all our people have their own challenges and struggles at various stages throughout their life and that at any point a person might need some help. We believe that by providing access to helpful resources and promoting tailored wellbeing programmes, we will create a positive work environment where all of us can reach our full potential.

Achievements to date



Shortlisted for our BeProud Cafés at the Chambers Ireland Awards



A Great Place to Work wellbeing score of 87%



Launched the Cpl Sports and Social Club



Pledged to become See Change ambassadors



Winner of Ireland's fittest workplace for 2nd year in a row



Launch of Cpl 5k pay day raising over €2k so far



Health and Wellbeing

Cpl are extremely proud to have invested in a wellbeing programme that provides a range of supports to our people (content, webinars, access to meditations and health professionals). Since 2019, we have hosted 10 Mental Health Champion trainings and 2 See Change trainings to help destigmatise mental health issues and to raise awareness around the importance of good mental health. Cpl has trained almost 350 Mental Health Champions throughout the business. Alongside our mental health training we have hosted 113 different webinars, trainings, and events which have been tailored to support the needs of our people across their life stages.

Our Employee Access Programmes (EAP) are available 24/7 to help people when they may not be feeling themselves and to give them the techniques to overcome any challenges they may be facing. In addition, we also have a dedicated Cpl Employee Assistance Programme through Cpl's Support Hub. The EAP service includes a confidential 24-hour helpline, trusted advice from professionals and one to one counselling, all of which is funded by Cpl.

We launched Evermood (EAP) for eightbit experts (formerly neusta consulting) in Germany which supports our people on a range of health topics. There are also counsellors who our people can contact in case someone has a question or personal issue that they want to talk about. The whole platform is completely anonymous and accessible by a simple link.

Our initiatives and our programmes have a huge impact on our people. On average we have over 200 people take part in our company steps challenges which takes place 3 times per year.

Mental Health

At Cpl, we recognise that all our people have their own challenges and struggles at various stages throughout their life and that at any point a person might need some help.

At Cpl, we mark the month of May as Mental Health Awareness month. In doing so, we set ourselves 4 key objectives which are:

- Raise awareness and promote better understanding of mental health and mental ill health
- Reduce stigma associated with mental health problems by encouraging conversations about mental health and mental ill health
- Promote a greater understanding, support, and acceptance for people with mental health problems
- Educate our people on where they can get the help they need to recover

To achieve these objectives, we hold a wide range of activities, webinars, and mini challenges throughout the month. We also promoted our Mental Health Toolkits, ran Mental Health Champion Training, had a speaker in from our Employee Assistance Programme Provider, but undoubtedly our internal Mental Health Stigma Event above everything had the most powerful impact on our people.

At our event, we heard from See Change, an organisation dedicated to ending mental health stigma in Ireland, we also heard from our Cpl colleagues Sandra Brennan and Aileen McCann. The event was rated 5 stars by all attendee respondents.

After the session, we asked "If you were ever struggling, how likely are you to avail of the Employee Assistance Programme?" and 83% of respondents answered either very likely or likely.

At Cpl we have developed our Mental Health Toolkit for all our people which has been designed to be clear and concise and includes all our help and assistance supports and processes so that our people know how and where to go to seek help. We also created a space on WorkVivo for helping others suffering with their mental health. This section has assisted our mental health champions and people managers find information on how best to help and advise colleagues.



Our Mental Health Champions are upskilled with knowledge around a range of mental health issues, enabling them to recognise common signs and symptoms during the development of a mental health illness or a mental health crisis.

See Change Pledge

In September 2023 Cpl committed to become a [See Change](#) Organisation and are currently taking the steps to become accredited. We are doing this to demonstrate our action and commitment to making Cpl a safe and supportive workplace, especially in the context of mental health and ill mental health. This is a key priority following the feedback we collected in the Wellbeing Survey, wellbeing working group and from our discussions during Mental Health Awareness Month in May.

As part of this commitment, our Leadership, Management and HR will complete See Change-led workshops that explore the topic of mental health and stigma. Additionally we will be developing a mental health policy, host training and mental health awareness events, wellness workshops as well as our Green Ribbon campaign.

Since launching this initiative last September, we have trained 39 leaders and managers to be See Change ambassadors.

Be Proud Virtual Cafés

This year Cpl was shortlisted in the annual Chambers Ireland Sustainable Business Impact Awards for our BeProud Cafés fostering a culture of awareness and inclusion in Diversity, Equity and Inclusion.

In 2023, our Virtual Cafés have continued to be a great success with people joining from all across the group. Launched in March 2022, over 30 cafés have been held on a wide range of DE&I topics such as menopause, men's health, LGBTQI+, parenting, cultural awareness and much more. The cafés usually start off with some probing questions which are prepared in advance to get the conversation going and usually boast an attendance of 40-70 people depending on the topic. These cafés provide a safe space for our people to share and learn without the fear of saying something wrong. It is an accepting space where questions are encouraged and there is no wrong answer. The cafés are a form of shared learning through lived experiences, they are hosted by employees who are knowledgeable or passionate about the subject topic.

We celebrated our 4th Menopause Café on World Menopause Day hosted by Group HR Director Sharon Vize. Menopause is not just a gender or age issue; it is an organisational issue. It can impact on colleagues both directly and indirectly. Awareness on this topic is fundamental to reducing the stigma attached so it is vital that more people talk openly about it so it can begin to be normalised and people can get the support they need. Through these virtual cafés and our WorkVivo platform, we have provided our people a space dedicated to breaking the stigma, educating all colleagues, and providing support for those who may need it.

In November 2023, Cpl celebrated the annual International Men's Day by celebrating the positive value men bring to our world, their families, and communities through our annual Positive Male Role Model Competition. In addition, we supported men's health by raising money for Movember, hosting a Men's General Health webinar and finally, we were delighted to invite our colleagues to our Men's Health Virtual Café where we heard from some of our male colleagues across the Cpl Group. The café was a powerful reminder of how important it is for men to speak out during the times they are struggling.



"Well done all, thank you for sharing your stories. This is what makes Cpl an incredible place to work, because we all have our stories, but we all support one other through it all! Wonderful café, thanks for organising it, it has really opened the flood gates, but it's okay to cry as this allows the pain to release and for us to grow in strength and be grateful for things in life. Remember all, that you are not alone"

Glen Murphy, Team Lead, IT Opps

Monthly Wellness Challenges & Newsletters

Every month Cpl arranges a variety of challenges to support our people's wellbeing. These range from steps challenges to practicing gratitude, reading, looking at your personal development and much more. To incentivise our people to take part, we host a draw at the end of each quarter where our people can win prizes for their participation such as vouchers, team days out and donations to chosen charities.

5k Pay Day

On the last Friday of every month, we have been challenging our people to complete 5k (5k steps, a 5k run, a 5k cycle or a 5k swim if that is even possible!) or any other version of this that encourages our people to prioritise their physical wellness.

Anyone that wishes to sign up to this challenge commits to doing their version of a 5K in return for a monthly €5 donation for charity. To date we have raised over €2,000.

Ireland's Fittest Workplace

Cpl was thrilled to win Ireland's Fittest Workplace for the second year in a row in 2023. This was a very exciting challenge for Cpl to get involved in as we are invested in embedding a culture of health and wellbeing across the organisation.

The challenge boosts engagement, motivation, and positive energy by improving employee morale and bringing employees closer together through Zevo's hugely popular company versus company challenge - Ireland's Fittest Workplace. In 2023, it was amazing to see new connections being made with people from across the Cpl Group and the team comradery this year was fantastic.

Other Wellness Activities & Supports

Cpl run a number of wellness related activities and initiatives e.g. Books club, Cpl monthly wellness challenges, financial wellness offerings, awareness days such as Suicide Prevention Day, National Wellbeing Day, Occupational Health and many more. All of these are shared in our dedicated wellness space on WorkVivo.

This year Cpl's Life Sciences team took part in a Ryder Cup themed sports day to celebrate Cultural Celebration Week. Teams representing Europe and the USA went head-to-head, battling it out in tough events including the three-legged race, sack race, egg and spoon, and wheelbarrow race to win the trophy.



Ergonomics Training

We were proud to have released mandatory Ergonomics training to all our people in support of our new hybrid working policy and to ensure that all our people had the proper working from home equipment. Our eightbit experts (formerly neusta consulting) business also equipped all offices with height adjustable desks which was really greatly appreciated by our colleagues.

Cpl Giving Back

At Cpl, Giving Back is integral to what we do. Through our many active CSR initiatives we aim to better people's lives and the communities in which we operate in. Not only is it the right thing to do but it is important to our people that we do it.

CSR initiatives and activities are of real importance to our people, our clients, our values, and our culture. To reinforce our people's connection with giving back, we enable our staff to support many charity organisations:

- Our Reading office are proud sponsors of 'After Umbrage' whose vision is to provide free, short breaks for carers looking after family members or loved ones with life limiting or terminal conditions. We regularly donate any proceeds from our Christmas parties, AGM and sports days to After Umbrage
- Red Cross: Cpl has donated over €69,000 to the Ukraine, Syria & Turkey Red Cross. This is a combination of employee personal donations and double again as a Cpl contribution
- Steps Challenge Donations: Following companywide steps challenges we made several donations to charities such as Cork Penny Dinners, Breast Cancer Ireland and Trick or Treat for Temple Street
- 5k PayDay: Our 5k Pay Day initiative has raised over €2,000 to date
- Breast Cancer Awareness in association with Breast Cancer Ireland
- Movember: our Cpl Movember team raise funds for Men's Health
- In the past 12 months we ran 2 companywide challenges where on average 200 people took part. As always, we integrated a charity aspect to the challenge whereby all teams taking part chose a charity. For our Step-tember Challenge, we awarded the winning team with a €500 donation for their chosen charity. All remaining teams were entered into a Spin the Wheel draw where one additional team was chosen at random to win a €500 donation for their chosen charity
- eightbit experts have also raised over €1,000 for Amnesty International, Aktion Deutschland hilft (Turkey/Syria earthquake), and Deutsches Rotes Kreuz

Case Study: FOWI Strategic Wellness

A public sector organisation engaged with FOWI for support in designing their overall wellness strategy as a key engagement and retention tool for their employees. There is a strong correlation between employee engagement and retention and internal initiatives like these can help enhance elements of your people value proposition. The existing programme lacked structure and participation was low. Using our unique Wellness Diagnostic and design thinking methodologies we co-created a wellness strategy aligned to their values, culture and PVP. Together with their HR team we also designed a tailored Wellness Brand that aligned with their values and mission. Outputs included:

- Development of an internal Wellness Strategy including engagement and communications plan
- Wellness Brand development including story, name, assets, pillars and activities
- Crafting the reimagined Wellness Story that aligned to their overall business purpose
- Wellness Brand Launch Event
- Management of end to end wellness programme of activities, engagement and communications
- Annual measure of agreed KPIs to ensure increased engagement, participation and retention across the business

The overall campaign saw a 65% increase in attendance and engagement.



Future Commitments

Develop a range of programmes to support our people with their health and wellbeing across life stages.

Cpl continues to support our people through their different life stages, whether it be menopause, working carers, mental health challenges, financial wellness, applying for a loan or getting mortgage ready. In 2023 Cpl offered 113 different programmes which were tailored to the needs of our people.

Maintain/Increase our wellbeing satisfaction score in the GPTW survey.

In our 2022 Great Place to Work Survey, we received a wellbeing score of 85%. In 2023 we increased this wellbeing score to 87%.

Measure employee satisfaction levels among our flexible talent by 2024.

Cpl has over 13,500 people working across our flexible talent division. In the coming year, we commit to measuring satisfaction levels among our flexible talent by conducting a wellbeing survey and actioning feedback.



Increase the number of Mental Health Champions to 80 per year across the Cpl Group.

We understand that the past few years have taken a great toll on the mental health of our people. Our Mental Health Champion and See Change training equips our people with the knowledge of a range of mental health illnesses, enabling the recognition of common signs and symptoms either during a mental health crisis or during the development of a mental health illness. This training is not intended to replace the input of a medically trained practitioner but to encourage awareness of mental health within the workplace as well as identifying appropriate and timely interventions to support colleagues experiencing distress.

Supporting people experiencing distress due to mental health comes with its own challenges, and we encourage our mental health champions to have clearly identified support networks and processes in place that will enable them to remain mentally healthy themselves.

In 2023 we have trained a total of 95 mental health champions and see change ambassadors.





Strategic Objective 3

4 QUALITY EDUCATION



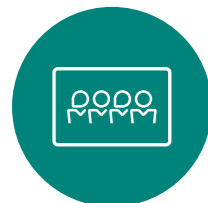
Ensure inclusive and quality education for all and promote lifelong learning.

Our Commitment

Cpl is dedicated to providing first class Learning and Development opportunities to empower our people with the skills and knowledge needed to be successful in their roles. By providing a comprehensive suite of offerings we aim to support our employees' professional and personal development and offer a service that is unrivalled in the marketplace.

In addition to supporting our own people, Cpl is keen to share practical, useful advice with others outside of our group. We have strong relationships with minority and educational groups across Ireland including Trinity Centre for People with Intellectual Disabilities, EPIC, Junior Achievement, Junior Entrepreneur Programme, and an award-winning partnership with Jobnet which is covered in our Decent Work and Economic Growth segment above.

Achievements to date



11% increase in Further Education applicants



Launched our DE&I and Sustainability Supplier survey



20% increase in the number of courses available to employees



Conducted a Training needs analysis of our people



Saw our first 4 graduates for the Cpl sponsored BA (Honours) in Recruitment Practice with one graduate receiving the Regional Winner within the Business category of the Global Undergraduate Awards 2023



Conducted over 20 team building sessions



Learning & Development

At Cpl, we really care about continuously training and upskilling to support our people throughout their careers and to ensure we are always at the leading edge of new legislation, recruitment practices and standards. The training and education programmes available in Cpl are some of the best in our industry. Each course, webinar and programme is tailored to unlock the target audience's full potential and to achieve our vision of becoming the world's best at delivering sustainable transformational talent solutions and experiences for our people, clients, and candidates.

All our programmes are delivered by high calibre facilitators and trainers with considerable industry expertise. We are fortunate to be able to draw on a wealth of experience and knowledge from a wide variety of individuals within the business including directors, managers, consultants, and internal trainers.

We recognise the importance of showing our people how they can grow with us as a company. To ensure our people are clear of their career paths we designed a Career Development Framework which supports all our people in achieving their full potential. This framework is underpinned by our core competencies of:

- Communicate with Impact
- Lead and Deliver Business Results
- Be Client and Candidate Centric and Commercially Aware
- Collaborate and Contribute to Driving our Success
- Problem Solve and Innovate Creatively, and
- Continuous Development of Self and Others

In addition to the above, Cpl provides first class Learning and Development (L&D) opportunities to empower our people with the skills and knowledge needed to be successful in their roles. By providing a comprehensive suite of L&D offerings we aim to support our employees' professional and personal development and offer a service that is unrivalled in the marketplace. On a monthly basis an average of 537 attendees participate in 23 unique training sessions, workshops and webinars and as the majority of our offerings are delivered remotely, our people can attend regardless of geographical location.

Training Needs Analysis

Learning & Development is a key priority across our business, our GPTW survey results clearly show that our people value learning, 87% of our people stating that they are developing professionally at Cpl and 82% stating that that they are offered training and development to further themselves professionally.

Learning comes in many ways and our internal L&D team work to support our business areas in meeting needs that ultimately support the growth ambitions of Cpl. In 2023, we developed a learning and development needs survey to give us a deeper perspective and understanding of current needs and preferences on our training programmes. Our people's feedback, from this survey has helped us to develop a suite of programmes to continue supporting our people.



The below is an overview of our Learning and Development offerings:



In addition to the above, all our people managers are required to attend the following training sessions:

- **Mandatory DE&I Training**
- **Mandatory Dignity at Work Training**
- **Mental Health Champion and See Change training**
- **Inclusive Leadership Training (run quarterly with Investors in Diversity)**

Learning Journey

We are dedicated to supporting and encouraging our new hires to integrate into Cpl as quickly as possible and to provide them with a solid foundation on which to build a very successful career. All our new people are provided with a 12-week Onboarding for Success Programme which utilises a combination of online courses and a virtual interactive training session to empower them with the skills and knowledge needed to thrive in their roles. Each individual is provided with a Lift Off Toolkit, a Recruitment Training Manual and a L&D booklet which outlines all of the various resources, tools and supports available to them. Our new colleagues are also assigned a buddy to offer further on the ground support during this settling in period.

Upon completion of their Onboarding for Success Programme, we support our colleagues, personal and career development through a Mentoring Programme. This initiative involves four 90-minute online workshops covering a wide variety of topics including identifying personality types, time management, understanding the power of coaching, raising your brand, crafting your story/bio and how to secure that promotion.

More tenured people are empowered through our Coaching the Future Programme which aim to foster a coaching culture. The series of virtual workshops focus on providing an introduction to coaching, coaching to problem solve and to motivate and coaching to build relationships.



Newly appointed and future managers are invited to attend our Leading the Future Programme where attendees gain insights into how to manage a team, prioritise & delegate, manage their time and communicate with impact.

We partner with external guest speakers during the year in order to bring new insights and fresh perspectives to inspire our people.

We deliver in-person training days primarily focused on the Candidate journey where participants are encouraged to practice real life scenarios and engage in various activities and role plays. We have also facilitated a number of in-person idea generation workshops with various teams.

In order to provide our people with autonomy over where and when they fulfil their training needs everyone is given access to our internal Learning Management Systems, CplKnowledge360 which hosts a wide variety of courses, webinars, events and micro videos under a number of headings including: Recruitment Skills, Marketing & Promotion, Systems & Tools, Compliance & Employment Law, Personal and Management Development etc.

We also provide our recruiters with a SocialTalent licence which enables them to learn from global experts on the world's leading e-learning platform for the recruitment sector. The content is delivered via short, easily consumed bite sized videos through clearly defined tailored learning paths.

Further Education

Cpl is committed to supporting the career and development aspirations of our individual employees. We give everybody the opportunity to learn, develop and progress to their full potential. We want all our people to build on the great skills and experience that they have already brought to Cpl which is why we offer Further Education supports to all of our people to enhance personal development, to add value to their role and the service delivered to clients. We are currently supporting 20+ employees in achieving a range of certificate, diploma, and degree programmes.

To avail of this Further Education support there are a clear criteria: an employee must have 2 years' service, must be performing well in their role and the degree programme or course must be relevant to the job and bring value to Cpl. We will only sponsor requests that meet all these requirements.

Apprenticeship Degree in Recruitment Practice

Cpl have been privileged to support the world's first Apprenticeship Degree in Recruitment Practice which has been pioneered by the Employment Recruitment Federation (ERF) in partnership with the National College of Ireland (NCI). The first cohort of apprentices were awarded their BA (Hons) Degree this year and 25% of the graduates are employees of Cpl.

We are heavily involved in this programme having representation on the steering committee and our L&D Manager, Angela Redmond, is currently facilitating a module on Candidate Strategy. In 2023, recent Cpl graduate, Kerry Lyn Steyn, was selected as the Regional Winner for the Island of Ireland within the Business category of the Global Undergraduate Awards 2023. In addition, Cpl's Norah Harney received the Recruitment Executive Apprenticeship Academic Excellence Award 2023 from NCI. This award is given to the apprentice with the highest overall average for their year group.

We currently have a number of apprentices in 1st, 2nd and 3rd year and we encourage all our people based in the Republic of Ireland to apply for consideration regardless of their role or tenure with us.



Training and Awareness on Sustainability Issues

Our Cpl GreenWorks team is responsible for the ongoing climate action and awareness training of Cpl employees. The team also regularly share updates on our engagement platform, WorkVivo.

For World Earth Day we were delighted to welcome Change By Degrees who provided us with an hour long session which focused on demystifying sustainability and climate change, reminding us how to lead in our own sphere of influence and helping us to create powerful change through our own networks, one degree at a time. This session received great attendance and the recording is available for our people to watch back.

Our GreenWorks Committee regularly provide awareness on environmental days of significance such as oceans of plastic day, buy nothing day, world vegetarian day and world bee day (to name a few) on WorkVivo. We have found these posts a great way to get engagement and awareness across the business on issues that affect us all.

Our commitment to develop a suite of training and awareness supports that promote and educate our people on the environment which impacts our lives at home and at work is in progress. Our sustainability Consultant and L&D team are working closely together to develop this training. Through our training analysis we have concluded that online training will be best as we will get the largest reach. We expect to go live with this suite in early 2024.

Our DE&I Committee have issued a range of training supports to our people on topics such as 'How to be an Ally for DE&I', 'Avoiding Bias in Talent Recruiting and Retention' and 'Working across Cultures'. We also schedule quarterly training with the Irish Centre for Diversity which include; Inclusive Leadership Training, Inclusive Language Training and Neurodiversity Training.

DE&I and Sustainability Assessment Survey

As part of our strategy, we are committed to building a robust and integrated supplier and partner programme to promote sustainability across the Cpl Group. One key step in achieving this has been the development of our DE&I & Sustainability Assessment Survey for suppliers. This assessment went live in 2023 and outlines the actions we have set against our DE&I goals. Within this assessment we request information on our suppliers DE&I and sustainability strategies to ensure they are implementing inclusive work practices. The DE&I & Sustainability Assessment is graded as part of our procurement process counting for 10% of the overall decision.

In Q2 2023, this Sustainability and DE&I Supplier Assessment Survey was sent to 670 of our most material suppliers. The survey was voluntary and received a 20% response rate. Through the learnings we have taken from this initial assessment, we have committed to collaborating with and educating our supply chain on topics our suppliers have struggled to answer in the assessment. We are committed to launching this programme by 2025.

Community Support

We have outlined some of the ways we support our local communities through the provision of quality education in SDG 8 above. However we also support the continued learning and development of our charity partners by refurbishing and donating any suitable hardware to them before considering sending them for recycling. In addition to providing 8 refurbished laptops to the Southside Travellers Action Group, in 2023, Cpl has donated 21 refurbished laptops and other equipment to local DEIS schools, and the Simon Community.

Any equipment that is not suitable for a second life is securely disposed of through suitable recycling facilities.



Future Commitments

Increase uptake in further education opportunities among our Internal Employees.

We had hoped to increase the uptake of our further education programme by 10% and we are delighted to report an 11% increase in the reporting year.

Maintain/Increase the number of donations of laptops into schools and charities.

We continue to support our charity partners through donated refurbished laptops and hardware. This year we donated 29 laptops and other equipment to those who needed them.

Develop and distribute a survey to our supply chain on sustainability and DE&I. Following this, we commit to collaborating and educating our suppliers on these topics.

We released our supplier survey in Q2 2024 and received a 20% response rate. The results of this survey will help us to identify the areas where we can support our supply chain in the future.

Implement procurement procedures that support and promote supplier diversity by 2024.

We are currently updating our tender documents to include sustainability and DE&I. Potential suppliers will be scored on their sustainability and DE&I initiatives in all substantial (>€10k) procurement opportunities from Q2 2024.

Increase total training hours across all training platforms among our Internal Employees.

In 2022 we provided our people with 182 training courses totalling 169 hours. In 2023 we provided our people with 219 courses totalling 187 hours, a 10.6% increase.

Develop a range of training programmes for our Internal Employees on Environmental Awareness including awareness and appreciation of our biodiversity and ecosystems.

Our GreenWorks and Sustainability teams will develop a suite of environmental awareness training programmes for our employees. See page 38 for an update.

Provide dedicated training and awareness to marginalised groups in the areas of CV development, competency-based skills and job search.*

**We have removed this target from this section as it aligns to a target in SDG 8 Decent Work and Economic Growth; Increase volunteering hours with our charity education partners e.g. BITC, TCPID, JAI etc. by offering the opportunity to our internal people by 2023.*





Strategic Objective 4

10 REDUCED INEQUALITIES



Reduce inequality within and among countries.



Our Commitment

Cpl recognises that reducing inequality is a journey and not a defined end goal. Our DE&I (Diversity, Equity, and Inclusion) strategy is designed to incrementally reduce inequality in our workplace, within our supply chain and within the communities in which we operate.

We commit to including our people in shaping this journey by welcoming everyone to be a part of designing & implementing meaningful policies, practices, and initiatives which reduce inequality. We are committed to eliminating discriminatory practices and implementing appropriate policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities.

Cpl have also committed to working with our suppliers on Sustainability and DE&I (see page 38) through the distribution of our DE&I & Sustainability Assessment Survey and suite of educational supports.

Achievements to date



Cpl was awarded the first ever National Diversity & Inclusion - Company of the Year Award



Achieved the Gold mark in Investors in diversity



Cpl won Best DE&I Strategy at the ERF Awards 2023



Celebrated Cpl Pride Month



Launched our Disclosure & Support Process and Guide



Introduced free period care across all of our offices



Hosted our first ever Diwali Event



Hosted our first Cultural Celebration Week



DE&I Strategy

In 2023, Cpl continues to work on the goals set out in our DE&I Strategy 2022 – 2024. This three-year plan provides a shared direction and commitment for Cpl, so we can work together to respect and value our diverse workforce and build a more inclusive workplace. Our goals for reduced inequalities link directly with this strategy and are included on page 49.

Our People

We recognise the importance of diversity in an organisation and the value it brings to our clients, candidates and to each other. We conduct our “Cpl Sense of Us Survey” every two years to learn more about our people and to get “a sense of us” - who we are as an organisation, who we work with and what makes Cpl a diverse and inclusive place to work. Equally the survey gives us an insight as to what we can do better or how we can be more inclusive.

Cpl’s commitment to diversity can be seen throughout the company:

- **Cpl has 45 nationalities working across the business**
- **8% of our employees* are members of the LGBTQ+ community,**
- **15% of employees* have disclosed they have a disability**
- **24% of employees* are responsible for caring for a dependent**

*Cpl 2022 Sense of Us Survey internal employee respondents

We are proud to have introduced and updated a range of policies to ensure we have created an environment that promotes equality at work so that employees are not treated less favourably due to their gender, civil /family status, religious belief, disability, sexual orientation, age, race, and/or membership of the Traveller community.

Gender Equality

We believe in the transformative power of deep, meaningful relationships and actively promote inclusive leadership and equality at work. We are advocates of strong female leaders and encourage our people to progress in their careers, regardless of their gender. Cpl published our second Gender Pay Gap Report in December 2023 which discussed the difference in the average hourly wage of men and women across our total Irish workforce as required by the Gender Pay Gap Information Act 2021. The gender pay gap for the Cpl Group is in favor of women, at -8% (mean). Computer Placement Ltd. employed 792 direct permanent employees as at the snapshot date of 30th June 2023. The gender pay gap for our direct employees is in favor of men at +10% and this has improved from +11% in 2022 (excluding commission and performance bonus), [please click here for the full report](#).

- **63.7% female employees overall**
- **54.1% female Leadership Team**
- **75% female Board of Directors, with a female Chairperson, CEO, CFO and HR Director**
- **Awarded one of the Best Places to Work for Women 2020, 2021, 2022 & 2023**



Be Proud

At Cpl we recognise that diversity is about differences, seen and unseen. By creating an inclusive environment, we enrich our clients, candidates, and our communities. As diversity improves how we interact with each other, it provides new perspectives and learning, and generates new ways of thinking and ideas.



We are extremely proud of our recent Great Place to Work scores in the Diversity, Equity, and Inclusion category where 90% - 98% of people in Cpl feel that they are treated fairly, regardless of their age, gender, race, sexual orientation, or family status and 90% of people feel they can be themselves in work.

We recognise the importance of including our people in the design and implementation of the policies, practices, and initiatives to make them truly meaningful to them. Our DE&I committee was formed in 2022 and continues to meet bi-weekly to share their ideas, suggestions, or questions they have on Diversity, Equity, and Inclusion.

"In Cpl, Diversity Equality and Inclusion aren't just buzzwords they are part of the secret to our overall success.

Cpl's commitment to these principles is second to none in my opinion. I have been working in Cpl for a number of years now and am delighted to see the work being done in this area. Imagine having a bigger, more diverse pool of talented candidates to choose from. That's what we are increasingly more able to offer our clients with like minded policies. Different backgrounds and ideas mean better matches and more creative solutions overall.

I see first hand how Cpl's dedication to DEI initiatives like the BeProud cafes, the LGBTQI+ subcommittee, the Neurodiversity subcommittees and constant innovative and new initiatives with organisations like epic, inspire etc are raising the DEI profile and need for a more inclusive workforce, and what our part in that role looks like. Nothing is off the table and everything is discussed. This is how change happens and at Cpl I'm delighted to see this happen day to day. I'm seeing firsthand how Cpl's dedication to Diversity, Equality and Inclusive has a ripple effect benefiting not only our internal team but also helping us push out this message to our Clients and the broader community.

The future at Cpl is very exciting in this area and I'm proud to be with an organisation that has DEI at the top of it's agenda"

Clodagh Darcy, Principal Recruitment Consultant – Science and Engineering

The People of Cpl

This initiative was introduced in 2019 and has grown with popularity ever since. Each month one of our people are interviewed on a personal and professional level and featured on our shared workspace, WorkVivo. So far roughly 150 people across the Cpl Group have been interviewed. There has been a strong impact across the business as the initiative allows our people to provide recognition and be recognised for their tremendous work, get to know each other a little better and reminds us that everyone is human.

Company of the Year - National Diversity and Inclusion Awards

In February 2023, Cpl was awarded the first ever National Diversity & Inclusion - Company of the Year Awards. In addition, our colleague Mei Lin received special recognition and was highly commended in the Employee



of the Year category, we are super proud of Mei Lin and all that she has achieved. The judging panel commented that Cpl:

"gave a masterclass in creating a D&I strategy & recognising their responsibility to equip their people to effect change for their clients, candidates and the communities in which they operate"

At Cpl, we know that delivering our vision to be the world's best at transforming our clients and candidates through sustainable transformational talent solutions and experiences can only be achieved by having a diverse and inclusive culture, where everybody feels that they can bring their whole selves to work and are proud to do so. Diversity, Equity & Inclusion is a continuous journey at Cpl, that will evolve over time, we still have a lot to do, but we know that we are on track and this award allows us to celebrate the fantastic work being done across our business by creating positive change for everybody in all areas of DE&I.

We have embedded DE&I across every spectrum of our business through our monthly CEO Updates, within our Performance Management, Volunteering Time Off, our monthly Cpl News bulletin, our Be Proud Newsletter and our Be Proud Space on WorkVivo.

Gold Award from the Irish Centre for Diversity

In late 2022, Cpl was awarded the Gold Investors in Diversity EDI Mark and was the first Recruitment and Talent Solution Provider and the ninth organisation in Ireland to attain this mark at the time. The Irish Centre for Diversity commented that:

"Cpl has demonstrated they have leaders that support the D&I agenda in a practical way, including providing the appropriate resources and leading by example. The business has also shown that team members feel they are treated fairly, with respect and are valued for their differences."

This mark is a wonderful accolade and reflects the tremendous work that has been carried out by our DE&I committee and by every individual for helping to ensure we continue to make Cpl a diverse, equitable and inclusive workplace.

To ensure DE&I is on the forefront of all our minds in all that we do, our CEO announced a company-wide goal for every individual across the Cpl Group for 2023 to:

- Play your part in making Cpl a Diverse, Equitable, and Inclusive workplace for all
- Attend/complete a minimum of 2 DEI related trainings
- Attend and contribute to a minimum of 3 Events/Webinars/Be Proud Cafés related to Diversity/Equity & Inclusion/Wellbeing
- Use at least 4 hours/half day of your 2 Days paid volunteering time off for a charitable cause
- Update your goal with the progress

Although this award is an Irish Accreditation, it was truly a Cpl Group effort, and Cpl endeavours to explore similar accreditations in our other jurisdictions outside of Ireland.

"We were absolutely delighted to attain the Gold EDI mark earlier this year. The Gold EDI mark uses a robust framework to measure ED&I in an organisation and this is so crucial for us in Cpl to ensure we really embed ED&I into our cultural DNA. For us, it's simple everyone needs to feel they can be their full true self at work and that they are supported in doing so by our people, our policies, practices, and initiatives.

Niamh O'Connor - Associate Director, Cpl Group HR

In addition, this year 2023, Cpl Poland became a signatory of Diversity Charter (Karta Różnorodności).



By signing the Diversity Charter, a company commits to non-discrimination in the workplace and to introducing policies that create and promote diversity. In Poland, the Charter is coordinated exclusively by the Responsible Business Forum and held under the auspices of the Commissioner for Human Rights.

"Becoming a signatory of the Diversity Charter is not only an honourable distinction for Cpl Poland, but above all a confirmation of our commitment to building a work environment based on equality, respect and diversity. We believe that diversity is a source of innovation, creativity and growth. Signing this charter is a commitment that not only builds the foundations for the sustainable social and business development of Cpl Poland, but also drives our mission to create the future of the company based on inclusion and equal opportunities."

Katarzyna Piotrowska, Country Manager, Cpl Poland

DE&I Training at Cpl

At Cpl, we are committed to eliminating discriminatory practices and implementing appropriate policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities. This training is one of many ways we can achieve this commitment and it is open to all employees but will be particularly relevant to anyone involved in recruitment (internally or externally).

Disability Inclusion & Accessibility Training

In November 2023, Cpl hosted Disability Inclusion & Accessibility Training for all employees. It was particularly useful for our recruiters and those working with Public Sector clients in Ireland. This is because the statutory target of 3% to employ people with disabilities in the public sector is increasing to a minimum target of 6% by 2025 & it is expected to increase thereafter. This session was facilitated by Employers for Change and included a broad range of useful topics.

In addition, Cpl has a very comprehensive list of training available to our employees, across all our countries, that educates people about DE&I which educates on the topics of minority/inequalities including:

- Inclusive Leadership
- Inclusive Language
- Neurodiversity Training
- Diversity & Inclusion Training
- Mental Health Champion Training
- Disability & Accessibility Training for Recruiters
- Facilitating Employee Wellbeing for Managers
- Coping with Social Anxiety
- Finding your Calm: Managing Stress Reactivity
- How to Conduct an Effective Job Interview
- Social Fitness: Enhancing Health & Wellbeing through Stronger Relationships
- Embracing Seasonal Change
- Women's Health
- Men's General Health
- Beyond Pride, Year-Round Action Allyship Training
- Working Across Cultures
- How to Avoid Bias in Recruiting & Retention
- How to Be an Ally for Diversity and Inclusion

Cultural Celebration Week

In 2023 Cpl hosted our first ever Cultural Celebration Week. The suggestion to celebrate this week arose from our DE&I committee. The objective of the week is to educate and celebrate all things to do with all cultures (Local, National & International) and all aspects of culture from food, travel, and the arts.

Throughout the week, there were lots of ways to get involved whether you were in the office or working remotely. Our people were encouraged to post on Workvivo about either their own culture or a culture they



experienced by sharing pictures of travel, food, attire and clothing. Teams were also encouraged to bring in and share food in our offices. In addition to this we hosted a Cultural Celebration Quiz. There were a wide range of prizes including flights, hampers, annual leave days and much more.

Diwali

Similar to our cultural Celebration Week, this was Cpl's first year to celebrate Diwali. Again, the suggestion arose from our global DE&I committee in recognition of our 30+ colleagues who are based across the Cpl Group, whom this celebration is very important to. We saw this suggestion as a great way to educate and celebrate our colleagues about Indian Culture. At this event, our people:

- Learned from the Indian Ambassador Akhilesh Mishra about Diwali & Indian Culture
- Heard from our Panellists including 3 Cpl Colleagues on how Diwali is celebrated in Indian Cultures
- There were multiple Traditional Indian Dance Performances and an exciting Indian & Irish performance collaboration
- We enjoyed Traditional Indian Food and was a fantastic opportunity for networking

Over 70 people attended the event in person with over 60 people tuning in online also with excellent feedback received. We look forward to celebrating again next year.

Cpl Pride Month

Each year our LGBTQ+ community (which is made up of LGBTQ+ people and allies from across our business and locations), select a month in which we choose to celebrate Cpl's Pride Month. We have activities happening across the month where people can share their pride. Either by attending events, posting pictures, sharing movie, TV show, and music recommendations and celebrating #BeProud.

eightbit experts were proud to host their pride breakfast in June and CEO Gudrun Muller went to "Sticks and Stones" in Berlin, which is a LGBTIQ+ Job and career fair. In addition, eightbit experts completed an audit at the Uh la la group who is a company that empowers LGBTIQ+ People in the working world and received a Silver badge.

Disclosure & Support Process and Guide

Earlier in 2023, we were delighted to launch our Disability Disclosure & Reasonable Accommodation Process. Our Neurodiversity Committee have since revised the name and process to 'Disclosure & Support Process and Guide'. During these discussions and feedback sessions with our committee we discovered that we needed to put the employee at the heart of the process and how we needed to update language used and questions asked to do this. We learned from our first draft, employees who might elect to engage in the Disability Disclosure process already felt "othered" and we also learned that employees may not just want to disclose a disability or medical condition, it could be something else like a temporary situation/circumstance. All of this feedback was extremely valuable and has led to our new and improved Disclosure & Support Guide today.

The objective of the guide is to set out the process for employees should they wish to disclose something (such as disabilities, medical conditions, impairments or personal circumstances) and how to facilitate this discussion. A mandatory training course had been developed by our Neurodiversity Committee for People Managers how to facilitate Disclosure & Support discussions, all managers who complete the training receive a badge on their profile on our WorkVivo platform.



The support process can be where Cpl (the employer) can modify tasks or the structure of a job or the workplace at nominal cost which allows a qualified employee with a disability to fully do their job and enjoy equal employment opportunities. Supports can vary from something as simple as rearranging the office environment, to providing Assistive Technology or providing changes to working arrangements.

The launch of the Disability Disclosure & Reasonable Accommodation Process now our Disclosure & Support Process and Guide was as a result of our Disability and Accessibility Café held in 2022 where an insightful discussion about disability disclosure and the role of HR and the line Manager arose. In addition to this, in our biennial 2022 Cpl Sense of us Survey (which had 550 respondents) 15% of respondents anonymously disclosed they had a disability and 9% of employees indicated they had an Identified Neurodiversity. When we looked at onboarding data, a staggering 77% of new hires selected "Prefer not to say" when asked if they had a disability.

At Cpl, we recognise that some disabilities, medical conditions, or impairments may require some accommodations for an individual to perform fully at work. Others may have no bearing or impact at all to an individual's work however in order to create a truly inclusive workplace, we need to create appropriate and safe channels for people to share this information should they elect to do so. The call to action following the feedback from the Disability & Accessibility Café, results from The Cpl Sense of Us Survey and Onboarding data has resulted in the creation of our Disclosure & Support Process and Guide. Although Cpl has always been a very supportive employer, the creation of this guide sets out the Disclosure and Support process which aims to encourage employees with a disability, medical condition, or impairment to ask for the supports they need. This guide also details how an employee can disclose their disability to their Manager/HR even if supports are not required. As we complete Disclosure & Support Process and Guide over time, we will continue to share learnings and recommendations and develop additional training where necessary.

Introduced Free Period Care across all our Offices

In 2023, Cpl made the decision to introduce free period care across all our offices. We believe that period products are an essential item for people who menstruate and should be as widely available as other essential items such as toilet paper and soap.

Periods for some can be hugely painful, disruptive and can affect productivity and wellbeing at work causing anxiety and in some case embarrassment. The introduction of this simple yet impactful change in all our women's, accessible and unisex bathrooms has contributed to Cpl becoming a more inclusive workplace.

To ease the minds of our menstruating workforce further, we have partnered with & Sisters as our chosen provider across several of our offices and we use alternative sustainable brands where possible. & Sisters are a UK based completely sustainable period product brand, they are a B Corp company and are also recommended by gynaecologists and dermatologists and prevent vaginal infections.

At Cpl we know that there is always more to do to ensure that our workplaces are as inclusive as possible, however by normalising the free provision of period products, we are going in the right direction.

DE&I In our Recruitment Practices

Attracting, developing, and retaining the best, brightest, and most diverse workforce matters at Cpl. Diverse talent is also essential in creating effective solutions and processes for our organisation and for our clients.

Our clients care about Diversity, Equity and Inclusion and want to work with trusted partners who understand their vision, values, and mission around diversity and inclusion. We will always ensure to optimise DE&I for our Clients.



Within all job descriptions we have included a DE&I statement and we advertise our roles to minority groups, for example Open Doors and LGBTQ+ job boards. We also encourage our charity partners to share roles in marginalised communities. Our job description templates include the core competencies and a positive action statement that we are an equal opportunities employer. Starting with our job advertisements, we have included a DE&I statement. All our Job Descriptions include our statement relating to DE&I and in our company information we indicate that we have the Gold award from Investors in Diversity. In addition to this we have created our own inclusive tips sheet for hiring managers to have to hand for when they are writing their job descriptions.

We also look at the sources of our candidates, we advertise our internal roles through the Open Doors weekly newsletter of Thursday opportunities and on their website. We use blind sourcing on LinkedIn to remove profile pictures and names on profiles when shortlisting candidates.

We also created competency based interview templates with guidelines and example questions for junior and senior interviews. These competency based interview templates provide a scoring matrix for questions, this has resulted in all candidates being asked the same questions at interview stage.

In 2023, an internal project team was tasked with looking at DE&I Data collection as part of Cpl's recruitment process. We expect to commence DE&I Data collection in Q1 of 2024.

When candidates are invited to interview, we ask if they require any adjustments or accommodations for their interview.

We developed 6 Cpl core competencies which will be measured and scored as part of the process making the Recruitment process more objective. These core competencies are:

- Communicate with Impact
- Lead and Deliver Business Results
- Be Client and Candidate Centric and Commercially Aware
- Collaborate and Contribute to Driving our Success
- Problem Solve and Innovate Creatively, and
- Continuous Development of Self and Others

We have created templates for Hiring Managers to use when recruiting which creates consistency when grading candidates.

Training: Our Talent Acquisition Team members and Managers are required to complete a range of training sessions on our E-Learning platform including Conscious and Unconscious Bias training, How to Avoid Bias in Talent Recruiting and Retention and How to Conduct an Effective Job Interview (which includes tips for creating a fair and positive interview experience for candidates, including how to avoid discrimination and reduce interviewer bias).

We have also facilitated sessions through Irish Centre for Diversity and Inclusion on Inclusive Leadership and Inclusive Recruitment, and Inclusive Language Training.

As search professionals, we are committed to helping our client organisations increase the effectiveness of their boards and senior executive teams in the selection and appointment of diverse talent. Working in partnership with Chairs, Nomination Committees, CEOs, and HR Directors we take the appropriate steps to ensure focus, action, and success throughout the execution of the resourcing process. We put great emphasis in our search process, ensuring we identify and approach a diverse pipeline of candidates.

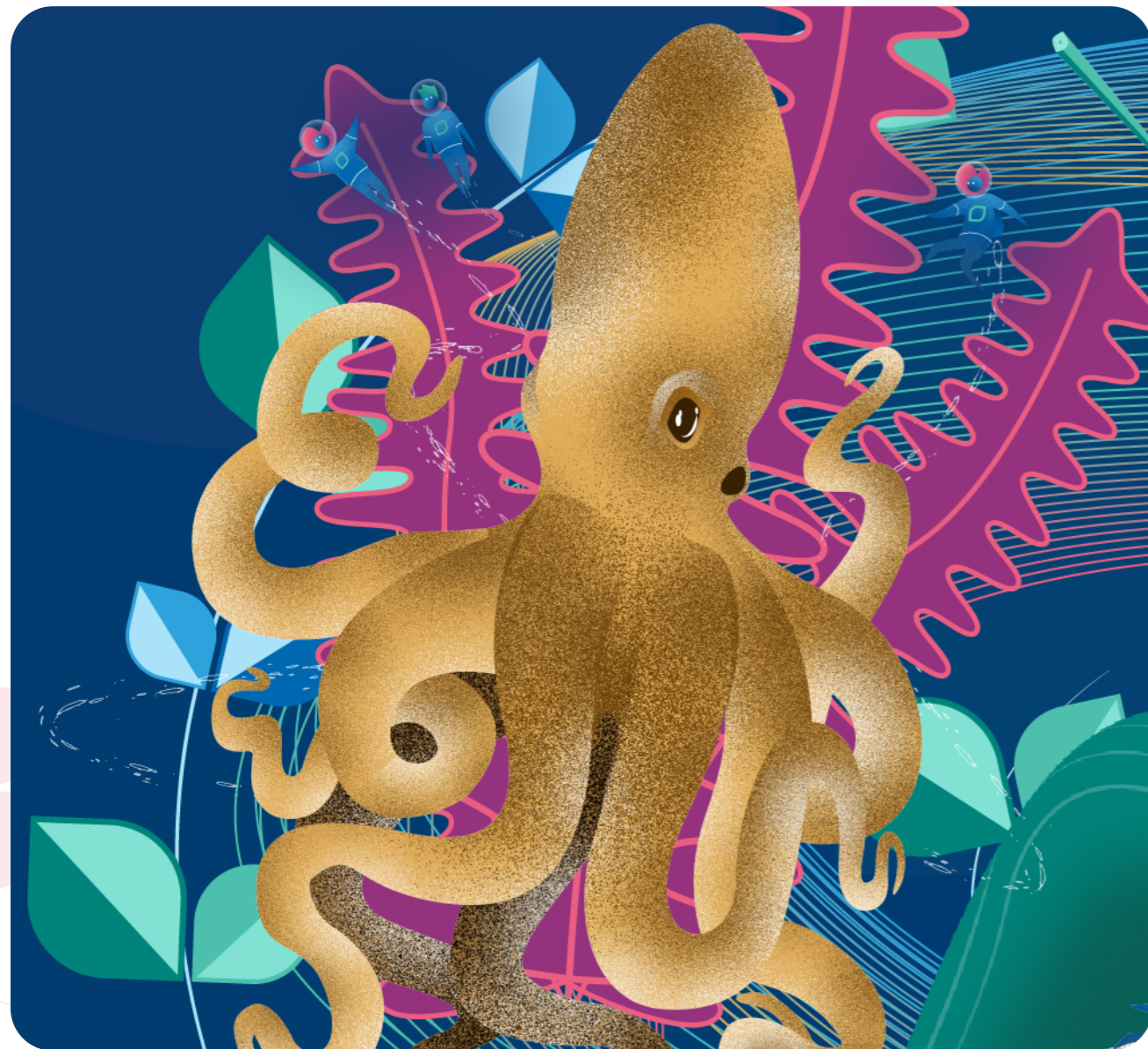


Case Study: Future Leadership

A public sector organisation engaged with FOWI for their support in designing a Female Leadership Development programme as part of their retention and sustainability strategy. This organisation was struggling to maintain high potential female leaders within the business beyond a certain level. Less women in the organisation were moving up into Senior Leadership positions. They engaged with FOWI for the design of an internal Mentoring Programme. We worked with the L&D team to develop a bespoke programme that included training senior leaders and providing support to high potential female leaders within the business to build a peer to peer network. Outputs included:

- Development of an internal Mentoring Programme
- Training a cohort of Senior Leaders to mentor high potential female leaders within the business
- Development of 4 thematic peer to peer Mentoring Circles for the mentee cohort to enhance skills required to move into senior positions
- Provision of Psychometric Assessments to each mentee

The overall campaign saw an increase in women progressing into senior positions and increased retention rates.



Future Commitments

Establish and report on Cpl's Gender Pay Gap in Ireland.

As required by the Gender Pay Gap Information Act 2021, Cpl reported on our Gender Pay Gap in December 2022 and 2023.

Maintain the Gold award in Investors in Diversity. We were delighted to be awarded with the gold award for our efforts in the DE&I space in December 2022. We have therefore updated this target to maintain this award.

Create a Culture & Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential.

Conduct at least one DE&I event/campaign per quarter across our 6 DE&I pillars of: LGBTQ+; Working Parents, Guardians & Carers; Multicultural; Ability; Gender; Generational.

Maintain the minimum percentage of differently abled representation in workforce.

We will do this through our biennial Sense of Us Survey. Currently 15%* of our employees have disclosed having a disability. This exceeds the 3% employment target for persons with disabilities that is specified by the Disability Act 2005.

**Data from Cpl Sense of us Survey which was conducted in July 2022, and received a 55% completion rate*

Collect DE&I data related to percentage of racial representation in workforce by 2025.

We commit to collecting DE&I data related to the percentage of racial representation across our workforce by 2025 in order to establish the baseline for racial representation in the workforce. We aim to align our companies racial representation to the EU (European Union) average.

Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl.

In 2023 we reviewed all our people practices across the employee life cycle in order to identify and reduce any potential systemic biases or challenges, establish policies that meet the needs of our business and our people, and train our managers on the importance of diverse interview panels.

Build the competency of our leaders, managers, and employees to advocate inclusive behaviours & sustainable practices.

Deliver a comprehensive suite of DE&I training for leaders & managers and continuously review and monitor the trainings offered.

We will continue to provide inclusive leadership training for leaders and managers and allow them time to reflect on their own leadership skills and on how unconscious bias can impact cultural and organisational processes and how to get the best from teams so they can reach their full potential.

Build a robust and integrated supplier and partner diversity programme to promote diversity.*

**We have removed this target from this section as it aligns to a target in SDG 8 Decent Work and Economic Growth; Increase volunteering hours with our charity education partners e.g. BITC, TCPID, JAI etc. by offering the opportunity to our internal people by 2023.*





Strategic Objective 5

13 CLIMATE ACTION



Take urgent action to combat climate change and its impacts.



Our Commitment

At Cpl, we are passionate about reducing our environmental impact and are actively working towards environmental improvements and Net Zero emissions. We are committed to achieving Net Zero emissions by 2045 by encouraging greater environmental awareness within our client base by demonstrating how our service delivery will be underpinned by environmental and sustainable efficiencies.

Achievements to date



Increased to a B score in CDP



Increased our reporting boundary to 10 of 13 countries



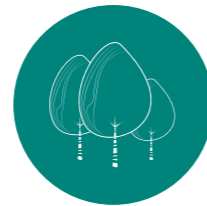
Conducted a full scope 3 assessment



Trained our CEO, CFO and HRD on climate related issues through the Institute of Directors



Relaunched our GreenWorks Committee



Engaged our property owners on the topic of Biodiversity



Launched our Cpl Litter Pick Initiative



Moved into a new A3 energy rated HQ

As a business we are responsible for having good environmental practices and operating in a sustainable manner. We are committed to reducing our environmental impact and continually improving our environmental performance as an integral and fundamental part of our business strategy and operating methods. It is Cpl's priority to encourage our suppliers to do the same. Not only does this make sound



commercial sense for all; it also delivers on our duty of care towards future generations. Cpl operate in compliance with all relevant environmental legislation and strives to implement environmental best practices in all our endeavours.

With support from the Cpl Executive Team, Cpl's Sustainability team and our GreenWorks committee consistently works to ensure our workplaces are best in class for sustainability by encapsulating the Cpl Core Values into our programme of work:

- **Respect** for our environment and our future
- **Accountability** for our actions
- **Empowering** each other to make a difference for the better
- **Communicating** our progress
- Supporting our **Clients** to do the same



Carbon footprint

Many of our goals under SDG 13 Climate Action are focused on reducing our carbon emissions which are classified by the GHG Protocol corporate standard into 3 scopes:

- **Scope 1** - emissions are direct emissions from company owned and controlled resources (e.g. company facilities and vehicles)
- **Scope 2** - emissions are indirect, owned emissions from the generation of purchased energy (e.g. electricity, cooling, and heating)
- **Scope 3** - emissions are indirect, not-owned emissions from upstream and downstream activities (categorised into 15 areas e.g. waste and business travel)

In 2023, we faced some challenges with data collection due to the dispersed nature of where the data is stored however, Cpl are proud to have extended our carbon footprint collection to 10 of the 13 countries in which we operate.

This year we conducted a full scope 3 assessment to identify the material scopes for Cpl. As part of this year's assessment we have also updated our baseline year of 2019. Some of our results include:

- Overall increase in footprint due to boundary expansion (more sites and scope 3 categories)
- Scope 3 accounts for 96% of Cpl's overall emissions in 2022
- Purchased Goods & Services were the biggest contributor of Scope 3 at 79% of overall emissions.
- Within Scope 1 & 2 - Electricity is the largest contributor to emissions followed by Diesel used in fleet vehicles
- Business travel is the second largest contributor to emissions (after PG&S) at 462 tCO₂e
- Employee commute 298 tCO₂e is also a significant contributor to the footprint

In 2024 we will continue to expand our footprint to include the 13 countries we operate in. To overcome the challenge we are facing when collecting data our Sustainability and Reporting teams began a data collection project in January 2024 which will ensure more accurate and streamlined carbon data collection across all our locations going forward, once complete we will use this data to update our baseline accordingly.



Voluntarily Reported to CDP

In 2023 we voluntarily disclosed to CDP for the first time having disclosed under the supplier programme in 2022. In 2023 we expanded our footprint to include all materially relevant countries and all relevant scope 3 categories and were thrilled to have moved up from a C to a B rating putting us in the "management" band, recognising the coordinated action we are taking on climate issues. By submitting to CDP, Cpl are able to identify areas that require work and are proud to have made the following progress in 2023:

- We have upskilled members of our Board and Group Executive Team in climate related issues through external training providers. Specifically through a 4-session course titled "Leading Sustainability: What Directors Need to Know and How to Do It" hosted by the Institute of Directors in Ireland. Our HRD was invited back to present to the Institute of Directors what Cpl is doing to progress our Sustainability journey
- Our target to include a transition plan into our strategy that aligns to a 1.5°C world using climate-related scenario analysis by aligning to TCFD has been pushed out to be completed in 2024 due to budgetary restraints
- Cpl has been in touch with all our property owners to begin the discussion of biodiversity

Together, both the CDP and Ecovadis submissions and actions directly inform our roadmap to achieve Net Zero from our own operations by 2035 (scope 1 & 2). We have committed to achieving total Net Zero emissions (including scope 3) by 2045, 5 years ahead of the 2050 deadline called for in the Paris Agreement (Paris Agreement to the United Nations Framework Convention on Climate Change).

GreenWorks Committee

The GreenWorks Committee was re-launched earlier this in 2023 with a recruitment campaign to attract people from across the Cpl Group. We had a 380% growth in membership with many of our 45 offices now being represented.

To kick off the year, the GreenWorks Committee held an innovative collaboration workshop to set our objectives for the year and agreed on a new GreenWorks Charter. Our GreenWorks Committee are responsible for group wide initiatives including monitoring progress in each of our offices.

Some of our initiatives are led by our GreenWorks Committee and include awareness campaigns across a range of topics such as Plastic Free July, World Vegetarian Day and the International Day of Climate Action; competitions to encourage sustainable behaviour; and sharing tips and tools to live more sustainably.

Cpl Litter Pick Campaign

In September 2023 Cpl launched our Quarterly Litter Pick Campaign to encourage our people to get outside and use their Volunteering Time Off (VTO) to clean up our local communities. In addition to these quarterly campaigns, we actively encourage our teams to use this initiative as part of their team building days where our teams can come together and spend some time outdoors all for a good cause.

As a group, we have committed to a target of 240 hours litter picking per year. Since the campaign was launched, our people have used 52 hours of their paid VTO and collected 36 bags of litter from our Dublin Headquarters and Covalen office in Sandyford.

Trees4Travel Partnership

We are delighted to announce our partnership with Trees 4 Travel, an award winning environmental 'Tech for Good' company working with travel brands all over the world in the business & leisure sectors who provide



carbon management technology to calculate and help reduce emissions impact. From 2024 we will be utilising this software to offset our emissions associated with Business and Air travel that cannot be reduced in line with our Sustainable Business Travel Policy.

Water

At Cpl, we understand that water is a critical resource and that it is also limited. We therefore aim to understand our water usage over the coming years and by 2026, we aim to have developed a programme to reduce water usage across our offices. Within our global HQ, all bathrooms and showers are water and power saving. The building also has solar panels which are used to heat water for showers and hand basins.

Biodiversity

Ireland was the second country after the UK to declare a National Climate and Biodiversity Emergency. With 85% of Ireland's habitats assessed as "Unfavourable Conservation Status" and one third of the 98 wild bee species in Ireland close to extinction, we must work to understand how Cpl can improve our response to the issue of biodiversity loss.

In 2023 we have begun engaging with our property owners to discuss the impact of biodiversity and outline the potential measures that can be taken across our offices to utilise any suitable green areas for conservation.

Our global HQ has developed a small pollinator friendly garden in the space available with native vegetation that supports the local ecosystem. In addition we have introduced indoor plants into our HQ to improve indoor air quality, promote biodiversity, and enhance the mental health of our people.

We have also committed, as part of our education and awareness targets to increase the awareness and appreciation of our biodiversity and ecosystems for our people and are working on the content for this programme which will be launched in 2024.

Energy, Equipment & Facilities

In 2023 we moved into our new global headquarters which has been renovated and refurbished to an A3 BER rating and boasts an NZEB standard. To fully utilise this new HQ and our new hybrid working model, we have downsized the seating space to 259 seats which facilitates 481 people. By downsizing, we have reduced waste associated with buildings lying idle.

Within this new HQ, all lighting is zoned, along with all heating and cooling systems, our Wi-Fi units all power down to the lowest power at night-time and the windows and doors are controlled for maximum heat storage. Our HQ also provides charging points for electric vehicles.

In addition to LED lighting in our HQ, the lights in 40% of our offices have been upgraded and moved from traditional fluorescent to LED which are 85% more efficient. Many additional Cpl offices now have sensors which turn lights on and off, in sections.

We are aware of the requirement to reduce our fossil fuel dependence and have set a target to switch to 100% renewable electricity by 2025. At present we are using renewable electricity in 40% of our offices are are confident that we will reach 100% by 2025.

In our Reading Office, everything has been sustainably sourced including our carpets that have been made from recycled fish nets. Similarly, in our Dublin Headquarters our carpets are made from recycled coca cola bottles.



During the pandemic, we have found the need for printing has dramatically reduced. We therefore only have one printer in our HQ and are working to reduce the number of printers across the business as a whole. In addition, all printers across the business have been set to limit the total number of pages printed to a maximum of 5 per person per week which further reduces the desire to print unnecessarily. All printers have been fitted with a new green module, allowing for additional reporting and are all connected to a centralized system where our employees ID card allows them access.

We partner with Dell for our laptops, and they have pioneered the use of renewable bioplastic in the lids of their new laptops. Their bioplastic is made from tall oil - a by-product of the papermaking process. Old equipment in Cpl is recycled, or preferably given to charity extending its lifespan. All new laptops are made with recovered plastic from oceans and waterways and 87% of Dell's packaging is made from recycled or renewable materials.

Project Kaizen

Kaizen is Cpl's Lean Transformation Programme responsible for eliminating waste and improving efficiency across the business. Since the programme began in January 2020, we have trained 205 people in Lean White Belt, 83 Yellow Belts and 17 Green Belts and completed 15 Lean Projects and 7 Kaizen projects ongoing. We have achieved some outstanding deliverables with €1.9m of waste eliminated per year since the introduction of the Lean programme. The introduction of automated contracts, references and terms and conditions in our permanent recruitment process leading to a 75% time saving for our recruiters.

Reduction of paper timesheets

Our efforts to minimise waste, include the development of our bespoke rostering system apps, MyCpl and Zapp, which provide a completely paperless solution for the booking and management of agency shifts. We are currently using this app for our Healthcare pillar, allowing agency healthcare staff to take full control of their working week including shifts, compliance, and timesheets.

Since the introduction of these apps in 2018 we have seen a 95% reduction in paper timesheets for our agency staff saving over 650,000 pages of paper per year.

Digital Waste

Cpl's Data Protection and Group IT implemented several data retention timeframes across the Cpl Group throughout 2022. In addition to complying with GDPR regulations and reducing the level of risk associated with data protection, this initiative will reduce the amount of digital waste in Cpl.

We commenced this project by putting in place a 1-month retention period for MS Teams chats which came into effect as of 2nd January 2022.

On October 1st 2022, we introduced a 3 year retention period for email. Up until now, Cpl has retained emails indefinitely which has resulted in us hosting and storing a huge amount of data.



Future Commitments

To reach our target to be Net Zero by 2045 we have committed to the following development plan:

Extend and conduct a full scope 3 screening and extend scope 1, 2 & 3 footprint to all 13 Cpl countries by 2024.

- By extending our scope 1 & 2 data capture to all 13 countries by 2023,*
- (*This target has been pushed back by 1 year to 2024 - in 2023 we extended our footprint to reach 10 of our 13 countries, an increase of 4 additional countries from 2022.)
- Conducting a scope 3 analysis to determine which of the 15 categories are relevant by 2023
- Conducting full scope 3 assessment across all Cpl countries by 2024.

Reduce electricity use within buildings by 40% by 2035 from 2019 baseline by switching to 100% renewable electricity (where possible) across all operations by 2025.

Through measuring electricity used within buildings in kWh and percentage of renewable electricity used in buildings, percentage of LED Lighting across all operations, and percentage of Lighting sensors across all operations.

Introduce a transition plan into our strategy that aligns to a 1.5°C world using climate-related scenario analysis through a Task Force on Climate-related Financial Disclosures (TCFD) commitment by 2023.*

*We are working with external consultant on this target and hope to have an update later in 2024.

Measure and reduce our water usage across our offices by 2026 through the development of a water reduction programme.

We are committed to developing a water reduction programme across all Cpl offices.

Implement a Business Travel Policy.

We commit to implementing a business travel policy by Q1 2023 that will align with our business expansion plans (Completed in Q3 2023).

Reduce carbon emissions by 50% from 2019 baseline by 2028 and to Net Zero from our own operations by 2035 (scope 1 & 2).

We will achieve this by measuring our Total Scope 1 emissions from company facilities and vehicles and Scope 2 emissions generated from purchased energy (e.g., electricity, cooling, and heating).

Reduce Waste to landfill by 50% by 2025.

Through increased recycling facilities and waste management training.

Measure and reduce our e-waste generation.

We are committed to reducing our e-waste impact by refurbishing and donating where possible.

Replace 100% fleet with hybrid/ electric vehicles by 2025.*

As our vehicles retire, we commit to replacing them with hybrid or electric options.

*Our eightbit experts (formerly neusta) acquisition from 2023 means that the neusta fleet will be fully transitioned by 2027 allowing for contract expires.

Engage with our property owners to discuss the impact of biodiversity by 2023 and encouraging them to utilise any suitable green areas for conservation by 2026.

We have begun engaging with our property owners on this topic.

Maintain progress against EcoVadis and CDP*

We will continue to achieve better scores in both EcoVadis and CDP through continuous improvement and corrective action.

*Original target has been amended due to change in EcoVadis medal system. Target initially read "Achieve a gold medal in the Ecovadis sustainability rating by 2025."





Appendices





Appendix 1: Governance and Support

A strong governance framework is key to delivering our strategy. We have a core team in place who actively work across all areas of sustainability.

The team is made up of key members of our Executive Team, Sustainability Steering Group, and GreenWorks Committee. The output of this core team is overseen by the Executive Committee which also considers the key areas of leadership and ethics. Our CEO and the Group Executive Team have management responsibility for the business, and this is overseen by the Board of Directors.

The Cpl Sustainability Steering Group was established in 2021 and consists of the key senior stakeholders across the business to run our sustainability and governance projects. The team is managed by our Sustainability Consultant and has full executive sponsorship.

Our GreenWorks Committee was launched in 2019 with the mission to ensure our workplaces are best in class for sustainability by encouraging our colleagues to work together and motivate our clients, candidates, and local communities to do the same.

Sustainability Steering Group

Chief Executive Officer - Lorna Conn
Chief Financial Officer - Seána Leech
Chief Commercial Officer - Donal Murphy

Group HR Director - Sharon Vize
Sustainability Consultant - Kerri Morris

GreenWorks Committee

Chair - Kerri Morris Co-Chair - Lucie Matznerova

André Freiberg	Fatema Aziz	Justyna Opalona	Sharon Vize
Andrea Reinhold	Fionnan Ritchie	Kellie Saul	Susan Deegan
Anthony Cummins	Geetanjali Bhuyan	Leah Gainey	Theresa Ryder
Aoife Heffron	Jana Zasterova	Luisa Bernabé	Thomas Hogan
Conor Fitzpatrick	Jennifer Navan	Rachel Brannigan	Zuzana Mikusova
Emer Mooney	Julia von Leesen	Sarah Williams	

In addition to the above, the following committees and working groups played a huge part in achieving the objectives set out in this report.

DE&I committee

Chair - Niamh O'Connor, Associate Director - Culture and Engagement

Aisling Bowden	Clodagh D'Arcy	Kerri Morris	Olivia Walsh
Alison Finn	Darren Devane	Kerry Lyn Steyn	Rachel Brannigan
Amber Duggan	David Caldwell	Kristina Barthel	Ross McQuillan
Amy McCormack	Derek Harrington	Krunal Raichura	Ryan Finnegan
Amy Ollewagen	Eimear Delaney	Lauren Stephenson	Barbora Blublova
Anna Jurkiewicz-Kasmi	Elaine Iredale	Leah Gainey	Shannon Dines
Anna Maria Jarosz	Emer Mooney	Lucie Matznerova	Sharon Vize
Anthony Cummins	Emma Errity	Maria Souza	Sylwia Strzebonski-Gancarczyk
Aralia Norris	Fatema Aziz	Mary North	Theresa Ryder
Caroline Lyons	Judith Romkes	Meghan Mitchell	
Cathy Kirwan	Justyna Opalona	Mei Lin Yap	
Clara Barry	Kellie Plumridge	Michelle Burke	



LGBTQI+ Committee

Chair - Anthony Cummins

Amy Martinez Cookson	Kristina Barthel	Natalia Antosikova	Sylwia Strzebonski-Gancarczyk
Cathy Kirwan	Lucie Matznerova	Rachel Brannigan	
Emma Errity	Mary North	Ryan Finnegan	
Kerri Morris	Meghan Mitchell	Susan Jaszemski	

Neurodiversity Committee

Chair - Niamh O'Connor, Associate Director - Culture and Engagement

Alice Brereton-Halls	Anthony Cummins	Kristina Barthel	Sylwia Strzebonski-Gancarczyk
Alison Finn	Cathy Kirwan	Leah Gainey	Theresa Ryder
Amy McCormack	Clodagh D'Arcy	Lucie Matznerova	
Amy Ollewagen	Emma Clapison	Rachel Brannigan	
Anna Maria Jarosz	Emma Errity	Sharon Vize	

Great Place to Work Champions

Chair - Niamh O'Connor, Associate Director - Culture and Engagement

Amy Goddard	Eimear Delaney	Katie Power	Roseanne Tennyson
Amy Lawson	Emer Mooney	Kerry Lyn Steyn	Safa Fathima
Ashling Stewart	Emily Creighton	Kevin O'Dea	Samantha Pease
Catherine Hoban	Emma Errity	Krunal Raichura	Sarah Phillips
Catherine Maher Dennis	Ewa Jozwiak	Lauren Stephenson	Sharanya Ravichandran
Cathy Kirwan	Glen Murphy	Linda Hickey	Sharon Vize
Clara Barry	Iulia Radu	Lucie Matznerova	Stefanie Strohmeier
Darina Osborne	James Foley	Marion Galvin	Suzanne Murphy
David Caldwell	James Smith	Meghan Mitchell	Sylwia Strzebonski-Gancarczyk
David Connolly	Jana Schüttelhöfer	Pallavi Rawat	Zoe Hamilton
Denise Kehoe	Jane Marsh	Patricia Insua Lagaron	
Dillon Coakley	John McGuire	Rachel Brannigan	
Donna Kennedy	Karyn Glennon	Roberto Wilde	



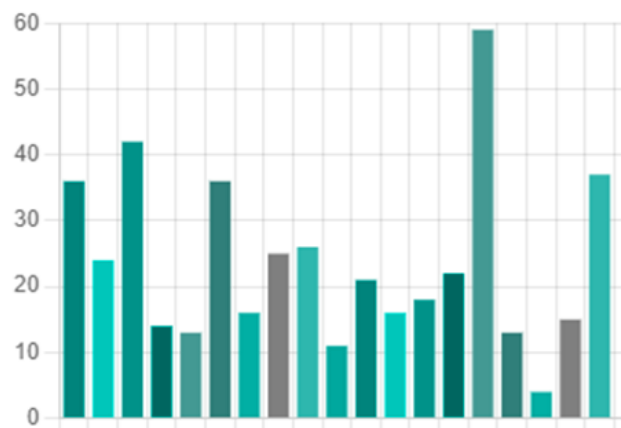
Appendix 2: Materiality Matrix

This materiality matrix summarizes the importance of sustainability topics to Cpl's key stakeholders and their correlating impact on Cpl's business. It was created from a review of Cpl policies and sustainability documents, stakeholder interviews and from feedback from the GreenWorks Committee.

In addition, we shared a feedback form on our engagement platform which asked our employees for the areas they want Cpl to act on and which ones will have the greatest impact on the business. 97 employees answered the survey which also fed into our materiality matrix. The responses were as follows:



Sustainability Area to Act On	No. of Responses
Employee Wellbeing	66
Climate Change	42
Talent Retention	39
Diversity and Inclusion	35
Employee Engagement	32



Sustainability Area with Greatest Impact	No. of Responses
Employee Wellbeing	59
Talent Retention	42
Future of Work	37
Employee Engagement / Diversity and Inclusion	36
Data Protection	26

The results of this materiality assessment formed the basis of our Sustainability Strategy and guided the creation of this Sustainability Strategy & Report.



Appendix 3: Baseline Data

	2019	2020	2021	2022
Total Emissions CO₂ (t)	385	359	273	6039
Internal Employees	856	845	999	1237
Total Scope 1 emissions (tCO₂e)	84.27	65.40	96.60	100.15
Total Scope 1 emissions/internal headcount (tCO ₂ e)	0.10	0.08	0.10	0.08
Natural Gas	17.76	15.44	19.88	24.60
Diesel	53.94	41.85	64.08	57.23
Petrol	12.57	8.11	12.65	18.33
Total Scope 2 emissions (tCO₂e)	158.82	124.23	106.23	162.27
Total Scope 2 emissions/internal headcount (tCO ₂ e)	0.19	0.15	0.11	0.13
Electricity-Location Rate	148.70	115.10	95.60	154.88
District Heating	10.13	9.13	10.64	7.39
Total Scope 3 emissions (tCO₂e)	142.21	169.80	69.85	5776.33
Total Scope 3 emissions/internal headcount (tCO ₂ e)	0.17	0.20	0.07	4.67
Air Travel	42.19	120.99	24.72	150.13
Business travel	90.50	47.47	44.07	471.01
Waste generated in operations	7.44	0.34	0.59	0.64
Water	2.09	0.99	0.48	0.75
Purchased goods and services *	0.00	0.00	0.00	4747.00
Transportation and distribution (upstream)	0.00	0.00	0.00	108.00
Employee commuting	0.00	0.00	0.00	298.81

**As explained above, this year Cpl has expanded our boundary to include scope 1 and 2 data from 10 of 13 countries and we included all material scope 3 categories for 2019 - 2022. We will continue to work on our data collection to ensure data accuracy across all scopes.

*Transportation & Distribution associated with PG&S and Capital Goods are included in the emission figures.



Appendix 4: Targets and Metrics

SDG	SDG 3: Good Health & Wellbeing			
Headline Commitment	Protect our people's Health, Safety & Wellbeing			
Priority Target	Provide a range of programmes to support our people with their health and wellbeing across life stages²	Maintain/Increase our wellbeing satisfaction score in the GPTW survey	Measure employee satisfaction levels among our flexible talent by 2024	Increase the number of Mental Health Champions to 80 per year across the Cpl Group
Page	28	28	28	28
Who	Group HR & Management Teams	Group HR & Management Teams	Group HR & Management Teams	Group HR & Management Teams
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/ KPI	# Programmes & Initiatives developed per year with evidence of positive impact	Employee wellbeing satisfaction score in GPTW	Develop and distribute a survey to measure employee satisfaction by 2024 Analyse the feedback from the survey and put a programme in place to support our flexible workforce by 2030	# Mental health champions trained per year
2019	New Metric for 2022	73%	New Metric for 2022	New programme in 2020
2020		77%		31
2021		85%		38
2022¹	113	87%	Due to take place in 2024	95
Progress				



Appendix 4: Targets and Metrics

SDG	SDG 4: Quality Education		
Headline Commitment	Provide first class Learning and Development opportunities to empower our people and our communities with the skills and knowledge needed to be.		
Priority Target	Increase uptake in further education opportunities among our Internal Employees	Increase total training hours across all training platforms among our Internal Employees	Develop a range of training programmes for our Internal Employees on Environmental Awareness Including awareness and appreciation of our biodiversity and ecosystems
Page	34	34	34
Who	Group HR & Management Teams	Cpl Group	Sustainability Team
When	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/ KPI	% increase/ decrease in further education applications Environmental Awareness during 2023 (1 per quarter)	# courses available # hours training available ³	GreenWorks & L&D Team to work together to develop 4 training sessions on Environmental Awareness during 2023 (1 per quarter)
2019	16 People	New Metric for 2022	New Metric for 2022
2020	11 people		
2021	18 people		
2022	20 people	219 courses 186.6 hours	1 session delivered 5 in pipeline
Progress			

¹ Due to the time this report is published, some of these metrics are being reported a year ahead – our emissions data however is reporting on 2022.

² Target has been updated from “develop a range of programmes” to “provide a range of programmes” as we continue to provide these programmes to our people.

³ KPI updated, removing % increase to instead report on the number of courses and hours available to our people.



Appendix 4: Targets and Metrics

SDG	SDG 4: Quality Education (Continued)			
Headline Commitment	successful in their roles.			
Priority Target	Maintain/Increase the number of donations of laptops into schools and charities	Develop and distribute a survey to our supply chain on sustainability and DE&I topics by Q4 2022	Collaborate with and educate our supply chain on topics such as sustainability & DE&I ⁵	Implement procurement procedures that support and promote supplier diversity
Page	34	34	34	34
Who	Cpl Group	Cpl Group	Cpl Group	Cpl Group
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/ KPI	# Laptop donations year on year	% material suppliers who received DE&I & Sustainability Survey ⁴	Develop a suite of educational supports for our supply chain taking survey feedback into account	% Of tenders completed which include DE&I sustainability criteria
2019	0	New Metric for 2022	New Metric for 2022	New Metric for 2022
2020	18			
2021	70			
2022	29	100% material suppliers	This target is a work in progress	This target is a work in progress
Progress	↘	↗	→	→



Appendix 4: Targets and Metrics

SDG	SDG 8: Decent Work and Economic Growth			
Headline Commitment	Cpl commits to providing decent work by operating to the highest standards and complying with all existing laws and regulations.			
Priority Target	Provide decent work for 100,000 people by 2030 through our permanent and flexible talent opportunities ⁶	Support our people and the planet by implementing our hybrid working policy to ensure the full utilisation of all 50 Cpl offices by 2023	Support 4,000 people through our TY, JAI and work experience programmes by 2030 (from 2019) with evidence of positive effects on the participants to drive knowledge and competency for young people who will be entering the world of work	Increase volunteering hours with our charity education partners e.g. BITC, TCPID, JAI etc. by offering the opportunity to our internal people by 2023 ⁸
Page	18	18	18	18
Who	Cpl Group	Group HR & Management Teams	Cpl Group	Cpl Group
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/ KPI	Number of placements per year	% offices with hybrid policy in place ⁷	Number of TY and JAI students through programmes	Number volunteering hours logged in HRMS system
2019	10,455	New Metric for 2023	JAI 600 TY/ Work Experience 16	New Metric for 2023
2020	8,997		JAI on hold due to Covid-19 TY/ Work Experience 12	
2021	16,700		JAI on hold due to Covid-19 TY/ Work Experience 16	
2022	17,200	100%	JAI students 180 TY/ Work Experience 38	998 hours
Progress	↗	↗	↗	↗

⁴KPI updated to include measure.

⁵Target updated to include timeframe.

⁶Increased capability in our reporting process has led to an update in 2020 and 2021 placement numbers. 2021 and 2022 data to nearest hundred.

⁷KPI updated to a % rate rather than number of offices



Appendix 4: Targets and Metrics

SDG	SDGs 10: Reduced Inequalities			
Headline Commitment	We are committed to reducing inequalities by eliminating discriminatory practices and implementing appropriate legislation, policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities.			
Priority Target	Establish and report on Cpl's Gender Pay Gap in Ireland by December 2022	Maintain the Gold award in Investors in Diversity¹⁰	Maintain/increase minimum percentage of disabled representation in workforce	Collect DE&I data related to percentage of racial representation in workforce by 2025¹²
Page	40	40	40	40
Who	Cpl HR	Group HR DE&I Committee	Cpl HR	Cpl HR
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/KPI	% Gender Pay Gap ⁹	Achieved Yes/No	% Disabled representation in workforce	% racial representation in workforce
2019	New metric for 2022	n/a	New metric for 2022	New metric for 2022
2020		Bronze		
2021		Silver		
2022	11%	Gold	15% ¹¹	This target is a work in progress
Progress	→	↗	→	→

⁸We have removed 2 targets that we found to be repetitions of this target – please see details on pages 39 and 49 for further information.

⁹Updated KPI from yes/no answer to % GPG

¹⁰We were delighted to be awarded with the gold award for our efforts in the DE&I space in December 2022. We have therefore updated this target from “achieve” to “maintain” this award

¹¹Next Sense of Us Survey due 2024

¹²Target update to include timeframe



Appendix 4: Targets and Metrics

SDG	SDGs 10: Reduced Inequalities (Continued)			
Headline Commitment	We are committed to reducing inequalities by eliminating discriminatory practices and implementing appropriate legislation, policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities.			
Priority Target	Create a Culture & Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential	Create a Culture & Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential	Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl	Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl
Page	40	40	40	40
Who	Cpl HR	Cpl HR	Group HR	Group HR
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
Measurement/KPI	Conduct at least 1 DE&I event/campaign per quarter across our 6 DE&I pillars of: LGBTIQ+; Working Parents, Guardians & Carers; Multicultural; Ability; Gender; Generational	Review our benefits across Cpl and provide cost/benefit analysis and recommendations	Review all people practices across the employee life cycle to identify and reduce any potential systemic biases or challenges and establish policies that meet the needs of our business and our people	Train managers on importance of diverse interview panels
2019	New metric for 2022	New metric for 2022	New metric for 2022	New metric for 2022
2020				
2021				
2022	100% achieved	100% achieved	Ongoing	Training ready to be launched in 2024
Progress	↗	↗	↗	↗



Appendix 4: Targets and Metrics

SDG	SDGs 10: Reduced Inequalities (Continued)			
Headline Commitment	We are committed to reducing inequalities by eliminating discriminatory practices and implementing appropriate legislation, policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities.			
Priority Target	Build the competency of our leaders, managers and employees to advocate inclusive behaviours & sustainable practices by delivering a comprehensive suite of DE&I training for leaders & managers and continuously review and monitor the trainings offered. ¹³			
Page	40	40	40	40
Who	Cpl Group			
When	Measured & reported annually			
Measurement/ KPI	# different training sessions provided		% leaders trained	
2019	New metric for 2022		New metric for 2022	
2020				
2021				
2022	5 sessions			
Progress	↗			

¹³This target has been expanded to include the previous KPI – KPI has been updated to include a more measurable KPI only



Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action			
Headline Commitment	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
Priority Target	Extend and conduct a full scope 3 screening and extend scope 1, 2 & 3 footprint to all 13 Cpl countries by 2024	Extend and conduct a full scope 3 screening and extend scope 1, 2 & 3 footprint to all 13 Cpl countries by 2024	Extend and conduct a full scope 3 screening and extend scope 1, 2 & 3 footprint to all 13 Cpl countries by 2024	Reduce carbon emissions by 50% by 2028 from 2019 baseline and to net zero from our own operations by 2035
Page	50	50	50	50
Who	Sustainability Consultant, Country Leads, GreenWorks Team Additional Support as required			Sustainability Consultant, GreenWorks Team
When	Measured & reported annually			
Measurement/ KPI	Extend scope 1 & 2 data capture to all 13 countries by 2023	Conduct a scope 3 analysis to determine which of the 15 categories are relevant by 2023	Conduct full scope 3 screening across all Cpl countries by 2024	Total Carbon emissions (scope 1 & 2)
2019	New Metric for 2022	New Metric for 2022	New Metric for 2022	158 tCO ₂ e
2020				128 tCO ₂ e
2021				121 tCO ₂ e
2022	77% achieved ¹⁴	100% achieved	77% achieved	262 tCO ₂ e ¹⁵
Progress	↗	↗	↗	↘

¹⁴Due to some challenges in obtaining data from some countries, specifically around shared office spaces we have pushed this target back to 2024.

¹⁵Due to a change in boundary we have seen an increase in scope 1 and 2 emissions, please see page 51 for more information.



Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action (Continued)			
Headline Commitment	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
Priority Target	Reduce electricity use within buildings by 40% by 2035 from 2019 baseline by switching to 100% renewable electricity (where possible) across all operations by 2025.			
Page	50	50	50	50
Who	Sustainability Team			
When	Measured & reported annually			
Measurement/ KPI	Total energy kWh used	% Offices using renewable electricity	% LED Lighting across all operations	% Lighting sensors across all operations
2019	463,081.3 kWh	0%	New metric for 2022	New metric for 2022
2020	406,140.8 kWh	0%		
2021	337,564.1 kWh	0%		
2022	486,435.0 kWh	24%	40%	2%
Progress	↘	↗	↗	↗



Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action (Continued)			
Headline Commitment	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
Priority Target	Reduce Waste to landfill by 50% by 2025	Measure and reduce our e-waste generation	Introduce a transition plan into our strategy that aligns to a 1.5°C world using climate-related scenario analysis through a TCFD commitment by 2024 ¹⁷	Replace 100% fleet with hybrid/ electric vehicles by 2027 ¹⁸
Page	50	50	50	50
Who	Sustainability Team			
When	Measured & reported annually			
Measurement/ KPI	Waste generated tCO2e	volume e-waste not donated	Conduct a climate risk assessment using TCFD methodology by end 2023	% hybrid/electric fleet
2019	7.44 tCO2e	New metric for 2022	New metric for 2022	New metric for 2022
2020	0.34 tCO2e			
2021	0.59 tCO2e			
2022	0.64 tCO2e ¹⁶	1,786 kgs	This target is a work in progress	26.66%
Progress	↗	→	→	↗

¹⁶Slight increase in 2022 due to change in boundary

¹⁷Due to budgetary restraints, this target has been pushed out by 1 year

¹⁸Our eightbit experts acquisition from 2023 means that the eightbit experts fleet will be fully transitioned by 2027 allowing for contract expires. Our eightbit experts fleet equates to 47% of our fleet



Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action (Continued)				
Headline Commitment	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.				
Priority Target	Engage with our property owners to discuss the impact of biodiversity by 2023 and encouraging them to utilise any suitable green areas for conservation by 2026	Measure and reduce our water usage across our offices by 2026 through the development of a water reduction programme	Achieve a gold medal in the Ecovadis sustainability rating by 2025	Maintain progress against EcoVadis and CDP	Implement a business travel policy by Q1 2023 that will align with our business expansion plans
Page	50	50	50	50	50
Who	Sustainability Team				Group HR
When	Measured & reported annually				
Measurement/ KPI	# Landlords engaged # Buildings with biodiversity area	tCO2e	EcoVadis Rating	CDP rating	Has this been done? Yes/No
2019		2.09	Bronze	n/a	
2020	New metric for 2022	0.99	Bronze	n/a	New metric for 2022
2021		0.48	Silver	n/a	
2022	4% biodiversity area	0.75 ¹⁹	50% ²⁰	C	100% achieved
Progress	↗	↘	↗	↗	↗

¹⁹Slight increase in 2022 due to change in boundary.

²⁰Target has been amended to rating rather than medal status due to change in EcoVadis medal system. Target also not includes CDP score.



Appendix 5: Policies

We have a series of policies which have been developed to support the Cpl Group act responsibly and sustainably across the areas of:

- Adoptive Leave
- Annual Leave Policy
- Annual Leave Purchasing Scheme 2023
- Anti-Bribery and Corruption Policy
- Appropriate use of Information and Information Technology
- Attendance, Sick & Covid-19 self isolation illness policy
- Balance Time Policy IRL & NI
- Bike to Work Scheme Policy
- Birthday Leave Policy
- Bonus Scheme Policy
- Business Development Reward Incentive Policy
- Carers leave Policy
- Changes to Personal Details Policy
- Charity Giving Scheme
- Children and Young Persons at Work Policy
- Christmas Savings Policy 2023
- Clean Desk Policy
- Commissions Policy
- Communication and Collective Consultation Policy
- Compassionate Leave Policy
- Conducting Personal Business Policy
- Conflict of Interest Policy
- Cpl Business Dress Code Policy
- Cpl Equal Opportunities Recruitment Policy
- Cpl Support Hub - Helpline, Advice, Counselling
- Cpl's Modern Slavery and Human Trafficking Policy
- Data Protection Policy
- Dignity at Work Policy
- Disability Disclosure & Reasonable Accommodation Guide
- Disciplinary Procedure
- Display Screen Equipment Policy
- Diversity & Inclusion Policy
- Domestic Violence Leave Policy
- Drugs and Alcohol Policy
- Email Usage Policy
- Environmental Policy
- Ethical Trading Policy
- Expense Policy
- Force Majeure and Leave for Medical Care Purposes Policy
- Fraud Policy
- Friend Referral Policy
- Gender Identity and Expression Policy
- Grievance Procedure Policy
- Group Appropriate Use of Information and IT
- Gifts or Favours from Clients
- Harassment and Sexual Harassment at Work Policy
- Internal Vacancy Policy
- Jury Service Policy
- Job Sharing Policy
- Marriage Leave Policy
- Marriage Gratuity Policy
- Maternity Leave Policy
- Open-plan Guidelines Policy
- Parental Leave Policy
- Parents Leave Policy
- Paternity Leave & Benefit Policy
- Professional Subscriptions
- Quality Assurance Policy
- Recruiter Candidate Referral Policy
- Retirement Policy
- Right To Disconnect Policy
- Statutory Holidays and Early Finish Policy
- Speaking up Policy
- Social Media Policy
- Smoke Free Workplace Policy
- Sustainable Procurement Policy
- Security and Confidentiality Agreement
- Secondary Employment
- Time Recording Policy
- Volunteer Time Off Policy



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