

**Responsible
Business Policy**

Vision Statement

It is our aim to transform each client's business through a range of talent solutions while positively impacting the communities we work in and the lives of the people we work with. Our guiding principles to do this are: People, Ethics and the Environment.

Core Values

Our core values of Customer Focus, Accountability, Respect, Effective Communication and Empowerment guide our interactions with clients, candidates and each other and are an integral part of our culture and sustainability vision.



Customer Focus

Accountability

Respect

Effective Communication

Empowerment

Our Strategy

Our Transformational Talent Experiences strategy continues to be adopted across the Cpl Group under our 3 pillars of:

- Future Ready
- Client First
- Total Solutions

Key strategic initiatives under each of these pillars are enabling the development of deeper, better and more meaningful relationships with our clients (candidates and customers), our colleagues, our collaborators and the communities that we work in.



Future Ready



Client First



Total Solutions

Transformational Talent Experiences

CEO Statement

“Across the Cpl Group, there is a collective passion for helping others and giving back and it’s heartening to see this ethos come to the fore across the business community in Ireland and internationally. I’m personally passionate about becoming a more sustainable business and with almost 13,000 people and 45 offices across the Cpl Group I’m confident we can continue to make a real difference, particularly within the areas of ensuring inclusive opportunities for all and minimising our environmental impact.”

Anne Heraty, Cpl CEO



Governance
Structure



A Strong governance framework is key to the delivering on our strategy. We have core teams actively working on the people and environmental aspects of sustainability.

The output of these core teams is overseen by the Executive Committee which also considers the important areas of leadership and ethics. Our CEO and the Executive team have management responsibility for the business, and this is overseen by the Board of Directors.

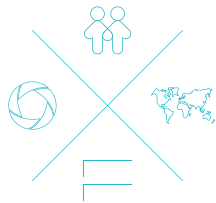
United Nations
Sustainable Development Goals



Cpl is using The UN Sustainable Development Goals (SDG's) as the framework for our Responsible Business Strategy – figure 3. Developed in 2015, the SDGs provide a shared blueprint for peace and prosperity for people and the planet worldwide.

Our vision for the future is not to be just an exemplar business for good sustainable practice but also to make a positive impact on society and the environment, for and through our people and our business ecosystem.

All SDG goals are important, but we will prioritise those that we can make a true impact on in order to focus efforts and resources. The following sets out our policies and targets across our three key pillars of Environment, People & Ethics.



The Environment

Climate change is one the world's most pressing concerns. At Cpl, sustainable living and working encapsulates our Core Values of Respect, Accountability and Empowerment. Our headquarters have eliminated all single use plastics and it is our priority to minimise our environmental impact going forward, which we will do through embracing SDGs 7,11 and 12.



Goal# Description



Establish best practices to ensure energy efficiency in all our offices, use renewable energy where possible and minimise our impact on climate change.



Support the overall optimisation of urban systems to create inclusive, safe, sustainable and disaster resilient cities where we operate through CSR initiatives and meaningful partnerships.



Better understand the impact our consumption of products and services have and move to sustainable suppliers and products across our offices.

How Cpl is Addressing our Environmental Impact

We're committed to encouraging greater environmental awareness within the Cpl Group and our supplier base. This is led by our dedicated Cpl Green Works green committee, including a schedule of educational events and the sponsorship of The Green Awards 2020.

Our overall environmental strategy is focused on three core areas:

1. Waste
2. Energy & Facilities
3. Sustainable Procurement

We will address these challenges and the SDGs in the following way:

1.1.1 Waste

Cpl is working to remove single use plastics from all offices and provides reusable coffee cups and water bottles to all employees. Since implementing these policies, 40,000 plastic cups have been saved from landfill in our HQ alone. We are also working with our landlords on best waste management practices and the education of all our people on recycling and minimising waste.

We have implemented a paper policy and aim to make our office paperless over the next 12 months. We've introduced several paperless initiatives including paperless onboarding and the necessity to swipe an employee ID card before printing which has reduced printing by 60%.

1.1.2 Energy & Facilities

- The Cpl Group operates from multiple sites across multiple geographies globally. Cpl is committed to reviewing all contracts and agreements related to these sites with a view to implementing specific goals with the objective of reducing our carbon footprint and moving to more sustainable sources. As part of our headquarters renovations, our HQ will switch to energy efficient LED lighting and hand dryers, we will also implement water saving taps in all bathrooms
- For future investment decisions, such as IT equipment or buildings and facilities, a key part of the review process will be the impact on the environment in terms of energy and waste
- Cpl will conduct a review of energy consumption and set specific targets to reduce our carbon footprint and switch to renewable energy renewable sources

1.1.3 Sustainable Procurement

- Cpl will review its procurement of paper-based products and set specific targets to buy only from certified sustainable (FSC or Rainforest Alliance for example) or certified re-cycled sources
- We will look to service providers that actively promote a sustainability culture to their offerings



People & Community

People are at the heart of everything we do. Our CSR programmes are award winning and we're proud to be one of Ireland's best large places to work, as recognised by the Great Place to Work Awards for 5 years in a row.

We aim to better the lives and communities we operate in and align our activities of SDGs 3, 4 and 8 to address specific 'People and Community' issues important to our people and our clients.



Goal# Description



Ensure all our employees have access to health and wellbeing services, while promoting awareness about health issues that impact our people.



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



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

How Cpl Gives Back to our People & Local Communities

Our policy is focused on the four core areas of:

1. Health & Wellbeing
2. Partnerships
3. Engagement & Awareness
4. Diversity, Inclusion & CSR

Cpl commits to addressing these challenges and the SDGs in the following way:

1.1.4 Health & Wellbeing

- The welfare of our people is promoted through our engagement with a dedicated wellness partner. We are focused on 3 core modules; Move (fitness); Nourish (nutrition); Inspire (Mental Health).
- Appoint Mental Health Champions across our business to support our people who may be experiencing mental health problems or experiencing mental health crises. In particular to provide a framework in which to guide a person towards appropriate professional help.

1.1.5 Partnerships

- Our people and our organisation will work to ensure equality in the talent sector through a series of partnerships and collaborations. Active partnerships include Open Doors, Jobnet, the Cross Company

Mentoring Scheme, Trinity Centre for People with Intellectual Disabilities, Jobnet, JAI, the EPIC Programme and the 30% Club.

1.1.6 Engagement & Awareness

- All our people are encouraged to upskill and continuously improve their skills and capabilities through our Learning and Development Programmes
- Cpl has made significant investment in our Culture, our people programmes and embedding our core values into Cpl. As a result, Cpl has been recognised as one of the best large workplaces in Ireland
- Cpl is committed to providing rewarding careers for all employees. Cpl is also committed to working with candidates from all backgrounds to find a role that will better their careers and lives. To date we have provided over 1360 mock interviews to Migrants, Refugees and Asylum Seekers as part of the Epic programme
- Cpl will integrate the concepts of sustainable development within the Cpl strategy, value chain and process design and allocate the resources required to deliver our goals
- Cpl is committed to work with charities, NGO's, government bodies and other businesses to promote sustainable development and move forwards on its goals. Our dedicated environmental charity, as chosen by our people, is the Irish Environmental Network

1.1.7 Diversity, Inclusion & CSR

- We're committed to bettering the lives and the communities we operate in through volunteering of staff time, community involvement & skill sharing, using digital for good and charitable donations. In 2018/2019 alone we raised in excess of €40,000 for charities
- Diversity & Inclusion in the workplace is fundamental to the way Cpl conducts its business. We respect and embrace the diversity of our people and the communities and the markets Cpl serves. Our leadership team is 54.5% female and our Board of Directors is 66% female
- Cpl has been accredited the Silver Award from the Irish Centre for Diversity (ICFD). This is a D&I mark for Irish businesses. The ICFD provide companies with a framework that supports companies along the Diversity & Inclusion journey for continuous improvement. At Cpl we recognise that diversity is about differences, seen and unseen and by creating an inclusive environment, it's important to us as it improves the way we interact with each other, with our clients, candidates and our communities.
- We have 6 pillars in place to drive real Diversity and Inclusion, they are: Multicultural; Disability; BeProud (LGBTQ+), Generations; Working Parents & Carers and Gender Balance. We focus on running events and educating our people on key topics within these pillars. Recent events include sponsorship of Carlow's first Pride parade, a Gender Pay Gap event with Minister David Stanton and an internal event to mark International Day of Persons with Disabilities



Ethics & Leadership

We believe that businesses have the same social and ethical responsibilities as individuals. Wherever we do business we comply with existing laws and regulations and we ensure that our suppliers also operate in the same manner.

We must establish shared values, accountability, ethics and a culture of trust and openness throughout our value chain. We will ensure our partners and suppliers operate in line with Cpl's Sustainable Development strategies and values.



Goal#

Description



Remain accountable and inclusive at all levels of our business and make meaningful contributions to lasting peace, development and prosperity while ensuring long-term business success.

Cpl's Guiding Principles to Ensure Ethical Leadership & Business

Our ethics policy is based on SDG 16 and the general principles contained in the Universal Declaration of Human Rights, the International Covenant on Civil & Political Rights, the International Covenant on Economic, Social & Cultural Rights, the Eight fundamental ILO Conventions and other relevant international human rights and labour standards.

1.1.8 Legal compliance

- In addition to meeting the terms of this Code of Conduct, Cpl suppliers shall comply with all local and national laws and regulations, as with other applicable standards
- Cpl will operate to the highest standards across all our jurisdictions in the areas of labour law, data protection, health and safety law

1.1.9 Corruption bribery & intellectual property

- Cpl suppliers shall not use bribes or any other method to unjustly influence public officials, the judiciary and/or private parties

1.1.10 Workplace health and safety

- Cpl suppliers must follow adequate health and safety policies and ensure that its workers are offered a safe and healthy working environment

1.1.11 Conditions of employment and work

- Cpl suppliers must, as a minimum, comply with local legal standards regarding wages and benefits. If the industry benchmark standards are higher, then Cpl will insist that these standards are met

1.1.12 Child labour and young workers

- Cpl strictly opposes child labour and other forms of exploitation of children and minority groups. Our suppliers shall not engage in or benefit from the use of child labour, in accordance with the ILO convention 138

1.1.13 Forced labour

- Cpl suppliers must not participate in, or benefit from, any form of forced labour, including bonded labour, forced prison labour, slavery, servitude or human trafficking, in accordance with the ILO-conventions 29 and 105
- Cpl will have a clear policy in relation to Modern Slavery laws in the jurisdiction in which we operate

1.1.14 Freedom of association

- Cpl suppliers must not interfere with the workers' rights to form and join unions or other associations and to negotiate collectively

1.1.15 Discrimination

- Cpl will have a clear policy in relation to Diversity and Inclusion and will not tolerate any form of discrimination or bullying and harassment in the workplace
- Our suppliers shall not engage in or support discrimination based on race, colour, sex, language, religion, political or other opinion, caste, national or social origin, property, birth, union affiliation, sexual orientation, health status, family responsibilities, age, disability or other distinguishing characteristics, in accordance with the ILO conventions 100 and 111

1.1.16 Environment and safety issues

- Cpl is committed to conducting business in a manner that demonstrates respect for the environment. Cpl is acting to reduce the adverse environmental impacts of its activities, products and services and we expect the same of our suppliers

Stakeholder Commitment

This policy and our progress are regularly evaluated by the CEO & Executive Group and will report progress to the Board of Directors. Our Executive team, leadership team and general management teams will lead by example with success and continuous improvement generated by the combined efforts of all stakeholders.

Cpl is committed to providing the resources needed to execute this policy.

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