



**cpl c**  
Work The Future

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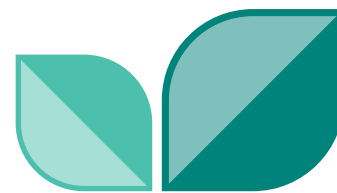
# **Cpl Sustainability Strategy and Report 2022**

## Contents

- 2. Message from our CEO
- 4. About Cpl
- 8. Sustainability Strategy
- 10. 2022 Achievements
- 11. Our Commitments
- 12. Sustainability Awards
- 13. Third-Party Verification & Memberships
- 16. Strategic Objective 1:
  - 16. Goal 8: Decent Work and Economic Growth
  - 16. Achievements to date
  - 21. Future Commitments
- 22. Strategic Objective 2:
  - 22. Goal 3: Good Health and Well-Being
  - 22. Achievements to date
  - 26. Future Commitments
- 28. Strategic Objective 3:
  - 28. Goal 4: Quality Education
  - 28. Achievements to date
  - 33. Future Commitments
- 35. Strategic Objective 4:
  - 35. Goal 10: Reduced Inequalities
  - 35. Achievements to date
  - 40. Future commitments
- 42. Strategic Objective 5:
  - 42. Goal 13: Climate Action
  - 42. Achievements to date
  - 46. Future Commitments
- 48. Appendix
- 48. Appendix 1: Governance and Support
- 49. Appendix 2: Materiality Matrix
- 50. Appendix 3: Baseline Data
- 51. Appendix 4: Targets and Metrics
- 62. Appendix 5: Policies



# Message from our CEO



Across the Cpl Group ('Cpl' or 'Group'), there is a collective passion for sustainability, helping others and giving back. That is why I am delighted to present our first annual Sustainability Strategy and Report. This report encapsulates both our achievements to date and our plans to become a more sustainable organisation.

Cpl is a people company. We put our people first and strive to provide them with all the tools necessary to succeed not only in work, but in life. Our people are the conduit thousands of job seekers use to secure employment and security for themselves and their families. The candidates our people recommend are the spark that grow our clients' businesses. So, they in turn can provide more jobs and better security for their people. This continuum of people working together to improve the livelihood of the thousands we touch every day is the basis of our commitment to sustainability. We are very aware of the impact we have on the people that we work with, and, through our sustainability practices, we are also aware of our impact on the environments in which we operate. We want this impact to be a hugely positive one - wherever Cpl touches someone's life, interacts with other companies or leaves its mark we want it to be synonymous with our values - accountability, customer focus, communication, respect, and empowerment.

To ensure our sustainability goals have real impact and reach the level of excellence expected within Cpl, we have aligned our objectives with the United Nations Strategic Development Goals. We will focus on improving the lives of the people around us through five key objectives:

**1.** We aim to provide *Decent Work* to all the people we work with. Cpl is committed to providing a workplace free of harassment, bullying, and all other forms of intimidation. We have launched a number of policies and guidelines aimed at ensuring dignity at work for all our people. This includes our suppliers and partners, who are expected to meet the criteria specified in our Supplier Code of Conduct.

**2.** We understand the importance of wellbeing and we strive to protect our people's *Health, Safety & Wellbeing* within and outside of the working environment. We know that our people are our organisation, and their health is of the utmost importance. *I truly believe in communication and understanding - and that 'it's okay to not be okay'.* Promoting wellbeing and creating a positive work environment *allows everyone to reach their full potential.*





**3.** The skills, experience and knowledge of our people is the most important resource Cpl can wield. We strongly believe investing in *Learning and Development* not only because it keeps our people at the forefront of industry, but also because it increases job satisfaction and *leads to better career progression* within the Group. In addition to supporting our own people, Cpl is keen to share practical, useful advice with others and have built strong relationships with minority and educational groups across Ireland.

**4.** *Diversity, Equity, and Inclusion* are deeply embedded in Cpl's commitment to excellence. We have a strong history of excellent female leaders, and I want to ensure everyone who we work with is given the opportunity to succeed. As we move forward and grow, DE&I is becoming more central to our people strategy. Our recently published DE&I strategy maps our inclusionary growth plans for the next few years.

**5.** While concentrating on the wellbeing of our people is paramount, *Climate Action* will make sure the world in which we all live, and work will be sustainable for future generations. As a mother I want to leave a better world for my children and future generations to come. Cpl is committed to encouraging greater environmental awareness among our clients and is leading by example. We aim to achieve Net Zero by 2045, five years ahead of the EU's net-zero greenhouse gas emissions target.

I invite you to read on and explore in detail Cpl's commitments to sustainability. As an ever-evolving company we aim to update and amend our approach to sustainability on an annual basis. We will continue to rely on our instinct for excellence and to listen to our people and clients in pursuit of ever more impactful ways of achieving our goals of creating a better world for us all.

Let's all work together to make a world worth living in.



**Lorna Conn - CEO**



# About Cpl



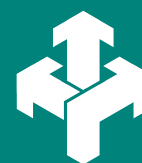
Cpl is a global provider of talent solutions including specialist recruitment, managed services, business process outsourcing, and strategic talent advisory services. We employ over 14,000 people who support our 4,000 clients globally. We have 50 office locations operating in 13 countries worldwide - 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 131,500 people worldwide and operates in 38 countries across 6 continents. Through OSI, Cpl has a network of 250 sister companies, enabling an even broader service delivery capability for our clients.



**Employs over  
14,000 people**



**Internal Cpl  
Employees 1,263**



**Flexible Talent  
Employees  
13,017**



**50 offices across  
13 countries**



**4000+ clients**



**55% leadership  
team are female**



**Ireland's largest  
talent solutions  
provider**



**Voted 4th Great  
place to work in  
Ireland and 31st in  
Europe**



**Achieved Silver  
EcoVadis Rating and  
Silver Investors in  
Diversity Award**

Over the past 32 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, & Total Solutions.

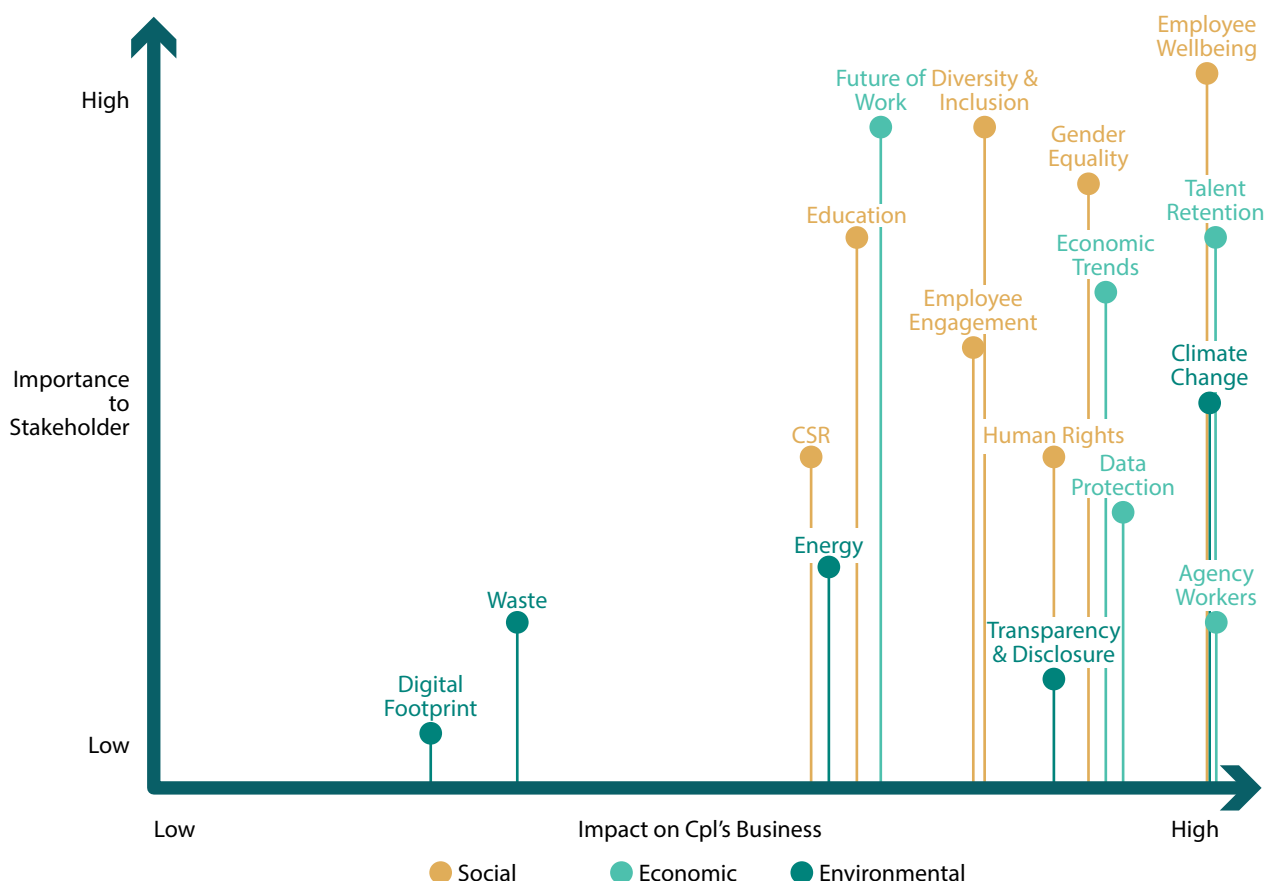
Across the Cpl Group, there is a collective passion for helping others and giving back. We are committed to becoming a more sustainable business, ensuring inclusive opportunities for all, and minimising our environmental impact. We believe that sustainability issues will and should play an increasingly 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.

The GreenWorks Committee is made up of people from across the business and was launched in 2019 to embed sustainability across our culture, values, workplaces, and behaviours.

The below graph showcases the results of this 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.

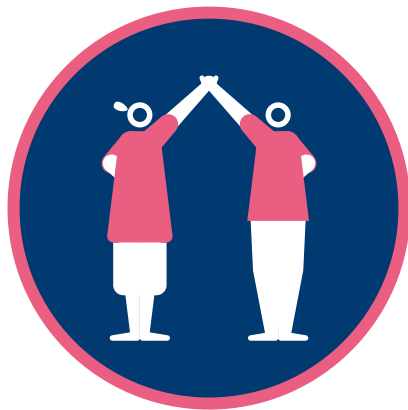


The results of our materiality analysis have guided our approach to our Sustainability Strategy and Report and have given us a stronger understanding of the risks and opportunities presented to our business. Please see Appendix 2 for more details.

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 culture has also allowed for the successful mobilisation of our workforce into the new remote working environment that we so quickly adopted in March 2020. Cpl has since committed to formalise and implement our remote and hybrid working policies which are due to come into effect in early 2023.

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

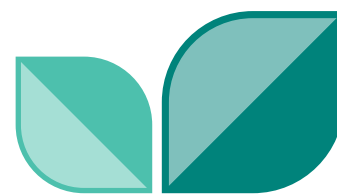
**Customer Focus****Accountability****Respect****Communication****Empowerment**





# **Cpl Sustainability Strategy and Report 2022**

# Sustainability Strategy



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

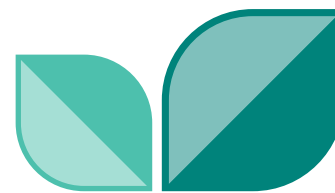
The output of our 2022 materiality assessment identified 5 primary objectives in line with the United Nations Sustainable Development Goals (SDGs) that have the *greatest impact on our business* and where we believe we can *make the most difference*. These 5 SDGs, along with our 3 strategic pillars, 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 & experiences.		
Strategy	Future Ready	Client First	Total Solutions
Sustainability Drivers	Environment & Ecosystems	People & Society	Leadership & Economy
SDGs	<div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>10 REDUCED INEQUALITIES</div> <div>13 CLIMATE ACTION</div>	<div>3 GOOD HEALTH AND WELL-BEING</div> <div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>10 REDUCED INEQUALITIES</div> <div>13 CLIMATE ACTION</div>	<div>4 QUALITY EDUCATION</div> <div>8 DECENT WORK AND ECONOMIC GROWTH</div> <div>10 REDUCED INEQUALITIES</div>

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 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.

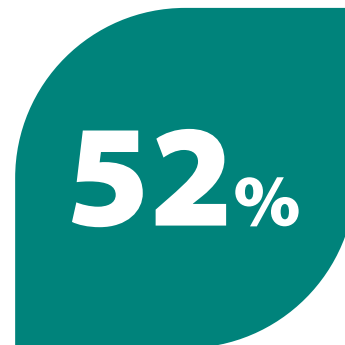
# 2022 Achievements



Measured the operational carbon footprint across 6 of the 13 countries where we do business



23% reduction in scope 1 (direct emissions from company facilities and company vehicles) & scope 2 (indirect emissions from purchased electricity, heating and cooling) emissions from 2019 to 2021



52% reduction in scope 3 emissions from 2019 to 2021 (Waste, Water and Business Travel)



Silver award from EcoVadis, ranked in the top 9% of Temporary employment agencies and within the top 25% of all companies assessed for sustainability performance



Successfully completed our first report to the Carbon Disclosure Project (CDP) in July 2022



Rebranded our BeProud tagline to Be You, Be Kind, Be Proud, which connects all our DE&I activities



Launched our Mental Health Toolkit across Cpl



Launched our Supplier Code of Conduct in June 2022



We have achieved 55% female representation in our Leadership Team



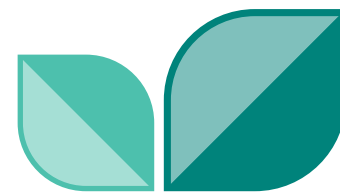
# Our Commitments

Our commitments are aligned with our responsibilities to our strategic pillars of Future Ready, Client First, & 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.

<b>Strategic Objective 1</b>	<b>8 DECENT WORK AND ECONOMIC GROWTH</b> 	Provide <b>decent work</b> by operating to the highest standards and complying with all existing laws and regulations
<b>Strategic Objective 2</b>	<b>3 GOOD HEALTH AND WELL-BEING</b> 	Protect our people's <b>Health, Safety &amp; Wellbeing</b>
<b>Strategic Objective 3</b>	<b>4 QUALITY EDUCATION</b> 	Provide first class <b>Learning and Development</b> opportunities to empower our people and our communities with the skills and knowledge needed to fulfil their potential
<b>Strategic Objective 4</b>	<b>10 REDUCED INEQUALITIES</b> 	<b>Reduce inequalities</b> by eliminating discriminatory practices and implementing appropriate legislation, policies and practices that improve the way we interact with our people, clients, candidates, and communities
<b>Strategic Objective 5</b>	<b>13 CLIMATE ACTION</b> 	Reduce our <b>environmental</b> impact and provide greater environmental awareness to our people and suppliers

# Sustainability 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 2022.

We have been recognised as a Great Place to Work (GPTW) for the past 7 years earning us the GPTW Laureate Award. We are recognised as a Great Place to Work for Women and are currently placed 4th in the Best Large Workplace category for Ireland and 31st in Europe and are enormously proud of these achievements.

Cpl also received a Special Award for the Great Place to Work Team where the judges commented:

*"The Cpl team have played a key role within the organisation over the last number of years in building trust levels within their work culture. The role of the team has been crucial in giving ownership and opportunity to employees of all levels to make a difference by working on culture improvement."*

*Cpl engage and recognise their GPTW Champions at local business level and overall organisation level and place a key emphasis on maintaining and developing an engaging and supportive culture. Amongst other things a team approach has helped deliver enhanced communications throughout the business, a focused approach to health and wellbeing and improved career and development mapping for all team members."*

For additional information on the GPTW, please see pages 16 and 17.

We are delighted to have been awarded the Business & Finance Media Group's ESG Award for 'Diversity, Equity and Inclusion Initiative' sponsored by UNICEF. The judging panel recognised Cpl for our *"Culture around belonging, and inclusion being integrated from foundation to the present day, not just by design but also by constant application and sticking to its principals."*



## 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.

### 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](#).

Cpl has been awarded Silver status from Ecovadis in recognition of our sustainability achievements, placing us within the top 25% of companies assessed for sustainability performance and in the top 9% of temporary employment agencies in the world.



Support from our Group Executive team was key to achieving a Silver rating. We acted on improvement areas highlighted by Ecovadis in our 2021 response, such as the development of our Supplier Code of Conduct and Sustainable Procurement Policy. Additionally, we updated several HR policies taking employee feedback from our Great Place to Work working groups into account. Some other actions included providing training on topics of importance across the four areas of assessment (the Environment, Labour & Human Rights, Ethics, and Sustainable Procurement) and ensuring the health and safety of our people through active preventative measures.

### 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.

As 2022 was our first-year reporting to CDP, we engaged external support to establish our carbon baseline from 2019 across scope 1, 2 and 3 emissions (waste and business travel) in 6 of our 13 countries. We're delighted to have been awarded a "C" level rating in December 2022. See Appendix 3: Baseline Data for further information.

## 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.

## 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. Cpl was proud to attain the Investors in Diversity Silver and Bronze Awards from the ICFD. This is a diversity & inclusion mark for Irish businesses and Cpl is delighted to be recognised alongside many of our clients. At Cpl, we recognise that diversity is about differences, seen and unseen, and by creating an inclusive environment we can improve the way we interact with each other, with our clients, candidates, and our communities.

ICFD Silver measures the sense of fairness and belonging from our employees' perspective and is designed to liberate the voice of our people and allow us to benchmark against other organisations whilst providing an overview of our key strengths and areas for development.

Please see page 38 for more information on our Gold Application.

## 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:





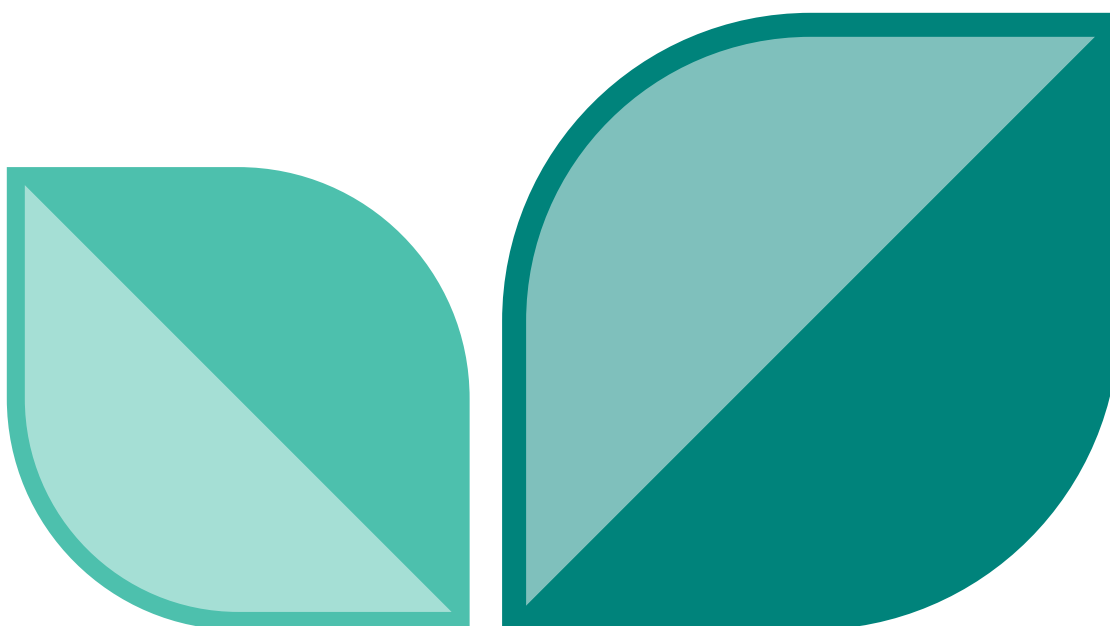
Cpl's parent company, OUTSOURCING Inc., regularly conducts internal audits, and these cover all areas of Cpl's activities, including; Overall governance and adherence to Cpl's Delegation of Authority Matrix, Payroll, Sales, Financial Management and Planning, Health and Safety, and IT security, and Governance.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

In addition, as a major subsidiary of OUTSOURCING Inc., 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.

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
- The Cpl Institute, Cpl's training business which provides training, both externally to clients and internally, operates to and has full accreditation to ISO9001:2008 for Quality Management
- Servisource operates to and is accredited by ISO 14001:2015 for Environmental Management System, ISO 45001:2018 Health and Safety and ISO 27001 for Information Security Management. Myhomecare (part of the Servisource Group) has been awarded the International Gold Seal in quality by the Joint Commission International (JCI)
- 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 has been 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 or to 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 women and men 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. See page 19 for more information.

### Achievements to date



Launched our Supplier Code of Conduct



Launched our Professional Contracting Hub



Launched our remote working and right to disconnect policies



Developed DE&I & Sustainability Assessment Survey

### Great Place to Work

As a talent solutions business, we know that we can only achieve our goal of providing Decent Work with great people.

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. As previously mentioned, Cpl was recently listed by Great Place to Work (GPTW) as the 4th Best Place to Work in the large employer category in Ireland and has been recognised as one of the Best Places to Work for Women. We also placed 31st in the Best Workplaces in Europe 2022.

Cpl are incredibly proud of these achievements and continue 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. In 2021 these groups played a crucial role in identifying, designing, and implementing innovations across Career Development, Communication and Recognition, all of which led to Cpl also winning the Great Place to Work Team Award. This is not only an excellent collaborative think tank, but a great way to get to know people across Cpl. The working groups for this year focus on two key areas Working Parents and Wellbeing.

## Flexible Working and Right to Disconnect Policies

At Cpl the health, safety and wellbeing of our employees is of the utmost importance, we encourage and support our people to prioritise their wellbeing. Disconnecting from work and work devices is vital not only for overall wellbeing, but to achieve a healthy and sustainable work-life balance.

To help employees balance their working and personal lives, Cpl have developed a 'Right to Disconnect' policy, which includes best practice guidance around working hours, the use of technology and more. This policy has been communicated across our internal engagement platform, WorkVivo, and on our internal monthly news platform, 'Cpl News'. Additionally, we encourage our people across the business to schedule out of hours emails and add a note to their email signatures if sending emails out of hours. To further promote our Right to Disconnect Policy we partnered with our wellness provider, Zevo Health, to deliver "Wellbeing & Tech use in a Digital Era." The impact of this policy has led to a better work life balance across our organisation seen through a 5% increase in our GPTW wellbeing score from 2020 to 2022, whereby our people do not feel they have to 'log on' after hours or during annual leave.

Our Flexible Working Policy enables employees to work their standard hours each week in a manner which may be more suitable to them by giving them the option of changing starting and ending times as agreed with management. The impact of this has given our working parents and carers in particular the flexibility to work their hours in a way that suits their busy lives and has also given our people the flexibility to, for example, attend appointments during their working day.

*"Cpl's Flexible Working Policy helps me balance my career and my home life. The trust my boss places in me through flexible working is reciprocated and I happily commit to my work, even if it happens outside a rigid 9-5.30pm. Our flexible working policy is one of the main reasons I am with Cpl over 18 years. It allows me to give my best at work and at home."*

**Susan Deegan** - Senior Manager, Cpl Supply Chain & Life Sciences

## Balance Time

Balance Time is a flexible time currency for everyone in Cpl to cater for the important non work commitments as and when they arise. It is our unique flexibility offering reflective of the people that work for Cpl. Whatever your reason we want to empower you to best balance your time and to be proud to do so. This means if you have an appointment or favour that you need to fulfil during the working day Balance Time can be used. You essentially take the time to fulfil the appointment or favour, but you make back the time within 1 week.

The idea for Balance Time is to cater for work life conflicts such as going to your child's Christmas concert, play or match, for carers it is to help with the trips to hospital appointments, for others this could be getting using Balance Time for airport runs, family visits. It is for what is important to our people.

This concept was brought by our Working Parents, Guardians & Carers group and has also been very much supported by the Wellbeing Working group.

## Dignity at Work, Harassment and Sexual Harassment

It is our goal to remain accountable and inclusive at all levels of our business and make meaningful contributions to ensure long-term business success.

Cpl does not tolerate any forms of bullying, harassment or sexual harassment and takes grievances of this nature very seriously. We stress this through the importance of training and educating our people on the policies listed in Appendix 5.

We have recently updated our policies on Dignity at Work, Harassment and Sexual Harassment. Both policies have been updated to consider the new codes of practices implemented by the Workplace Relations Commission in 2022. At Cpl, we value everybody's right to respect and dignity at work and the right to work in an environment free from harassment and sexual harassment. Both policies demonstrate our commitment to promoting a workplace environment that encourages and supports the right to respect and dignity at work.

To support these revised policies, we have launched mandatory Diversity and Inclusion and Dignity at Work training, which focuses on bullying, harassment, and sexual harassment. We are appointing contact persons across Cpl whose role is to listen and offer guidance to employees on the routes they can take should they wish to raise a complaint and have it resolved. These contact people will be fully trained to offer appropriate support.

## Benefits

Through suggestions made in the 2021 Recognition & Engagement GPTW working group, Cpl has enhanced some of our employee benefits through the introduction of Birthday Leave, Early Finish Fridays on a public holiday weekend and our Cpl All Stars Recognition Programme. These benefits were introduced as a result of the feedback our working groups collected which can be summarised as, "time is invaluable, you can't get it back." The new benefits are applicable to everyone in the business and have had a massive impact so far. In the past year alone, we have seen our average GPTW score increase from 77% to 85%.

*"The introduction of the Birthday Leave Day has been such a welcome addition to the Cpl benefits package. As someone who has taken annual leave on my birthday every year without fail, the acknowledgement of this extra day in addition to our allocated annual leave has been greatly appreciated."*

**Leah Gainey** - Product Owner, Group IT

## Professional Contracting Hub

Most employers have a range of specialised roles they are unable to fill in today's marketplace. The dynamic nature of the workplace means when they do recruit the right talent, the skills they hired for today may be obsolete tomorrow. This growing skills gap means business-critical projects are not being implemented. To help bridge the gap, organisations are turning to professional contractors.



In 2022 Cpl launched the Professional Contracting Hub, a site dedicated to creating knowledge, awareness and understanding of Professional Contracting. Topics include, but aren't limited to:

- Benefits and considerations of professional contracting
- Securing professional contracting contracts
- Setting up as an umbrella or limited company

Professional Contractors that are placed on Cpl client sites also become members of an exclusive Contractor Club, which is focused on Upskilling, Mentoring, Guidance and Career Coaching as well as offering Discounts and Offers. This is unique to the Professional Contracting landscape and is invaluable in creating a community and consultative approach to our contractor offering.

*"We are delighted to be able to bring this offering to the market for Cpl and to be able to provide resources and solutions not previously available to contractors."*

**Libby Kelly** - Director, Cpl Technology

## Supplier Code of Conduct

In June 2022, Cpl launched our Sustainable Procurement Policy and Supplier Code of Conduct. This code outlines Cpl's expectation from partners and suppliers regarding sustainability. If a supplier is found to be operating outside of these standards, Cpl commits to working with the supplier to remedy the issue using our knowledge of the most sustainable business practice. However, should the supplier fail to remedy the issue, Cpl will cease to deal with that company.

Wherever we do business, Cpl complies with existing laws and regulations, and we want to ensure that our suppliers operate in the same manner. We must therefore establish a foundation of shared values, accountability, ethics, and a culture of trust and openness throughout our value chain; our Supplier Code of Conduct sets this foundation.

## Community Involvement & Skill Sharing

### 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 two graduates and a third graduate is currently on placement.

*"Cpl helped me a lot once I joined, I love my work with my team, and I now am a permanent staff member."*

**Marian O'Rourke** - Financial Administrative Assistant

## 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.

Over the past 10 years, a total of 1,652 students from 36 different schools have had a programme delivered by a member of Cpl. The first round of students we worked with have now finished secondary school and in their feedback forms, 28 have directly attributed their decision to proceed on to third level education to the Junior Achievement course they did with a member of the Cpl Group.

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

For the past two years, Cpl facilitated our Transition Year Programme virtually however we are now delighted to be able to deliver in-person programmes from February 2023.

During the programme, 16 students join Cpl for a week of their academic year. Our mentors provide them with insight into various potential career paths, offer advice on CV creation and interview preparation. We also emphasise the importance of managing their digital footprint and run workshops on physical and mental wellness. The attendees come from a variety of backgrounds including those involved in the Junior Achievement Initiative and students from disadvantaged and underrepresented (DEIS) schools.

*"My favourite part of the programme was the mock interviews and the preparation day before. I got to see how to prepare and the kind of questions I would be asked, and the recruiter made me feel so comfortable and confident answering each question".*

**Zlata Artemeiva** - Student

*"The courses on mindfulness and life hacks really stood out to me because Cpl as a big organisation felt like those courses were just as important as teaching us how to prepare a CV. The mentors did an amazing job at keeping us all entertained, intrigued and engaged. It was really fun".*

**Karl Harmon** - Student



## 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. We commit to placing 100,000 people into decent work by 2030 through our permanent and flexible talent opportunities.

**Support our people and the planet by implementing our hybrid working policy to ensure the full utilisation of all 50 Cpl offices by 2023.**

Our Hybrid Working Policy will come into effect across all Cpl office locations by 2023 and will be guided by the principles of:

1. Putting our stakeholders first
2. Foster empathy, equity, diversity, and inclusion
3. Valuing in-person connection
4. Fostering a growth mindset approach to blended working

In addition, we want to ensure that our facilities are being fully utilised so that they don't sit empty. To reduce the unnecessary waste of full capacity office spaces, we have significantly downsized our Corporate HQ (page 45).

**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 & 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.**

As part of this commitment, Cpl will promote employee Volunteering Time Off (VTO) throughout the organisation and begin reporting on volunteering hours through our HRMS system. To achieve this goal, we will encourage all our people to use their VTO by creating a platform where our people can 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 truly understand *'it's okay not to be okay'* and we strongly 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



Increased investment in employee wellbeing through dedicated wellness provider partnerships and consistent approaches across all the countries in which we operate in



A Great Place to Work wellbeing score of 85% with 80% of respondents saying that Cpl is a psychologically and emotionally healthy place to work. We are very proud of this rating, particularly as the Irish average is just 45% and the global average is 55%



250+ employees completed Mental Health Champion Training



Launched Mental Health Awareness Month in May 2022 with our Mental Health Toolkits across all our locations



Cpl won Ireland's Fittest Workplace 2022 and were First Runners Up in 2021



Established Wellbeing Working Group in September 2022

## Health & 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 5 Mental Health Champion trainings to help destigmatise mental health issues and to raise awareness around the importance of good mental health with roughly 250 Mental Health Champions trained to date.

Our wellbeing programmes are available 24/7 to help people when they may not be feeling themselves and to give them techniques to overcome challenges. In addition, we also have a dedicated Cpl Support Hub, (previously known as our EAP programme). The service includes a confidential 24-hour helpline, trusted advice from professionals and one to one counselling, all of which is funded by Cpl.

To support with the development of this programme, we conducted an anonymous survey among our people, to help us understand the different perspectives and potential concerns with using Cpl's Support Hub. Based on the feedback, we took several steps, including publishing a video to explain how the Support Hub works and reiterated the security and confidentiality of the programme. We updated our FAQ on the Support Hub and shared the results of the survey to all our people to encourage them to use the service.

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 took place 3 times this 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.

In May 2022, Cpl hosted a Mental Health Awareness Month where we promoted a range of activities and launched our Cpl Mental Health Toolkit. The toolkit includes a wide range of information, links, and recordings, from accredited sources on topics which commonly affect mental health such as stress, depression, and grief. The information was taken from professional sources including, the HSE, the NHS, Inspire, Zevo and Aware.

The Mental Health Toolkit is 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 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.

We have seen increased usage of our Support Hub since increasing the awareness of our mental health supports.

## Virtual Café

Our Virtual Cafés were set up by our Group HR team at the beginning of the COVID-19 pandemic as a forum for social connection. Many of our people felt they were missing the social side of the workplace and signed up to take part in our Virtual Cafés to meet new people across the company and connect with those they already know. The cafés have been growing in strength ever since. Now that we have all adapted to working from home or hybrid working, we've themed each café. Topics such as LGBTQ+, Cultural Awareness, Working Parents and Carers and most recently, Menopause, have been covered so far with great attendance.



*"It's absolutely incredible to see how far we've come as a company to speak about the menopause so openly and frankly and in a way in which our employees and colleagues feel supported."*

**Lorna Conn** - CEO

## 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.

## Partnership with Zevo Health

As part of our partnership with Zevo Health, Cpl has monthly webinars which are tailored to the interests of our people, Parenting & Self-Care, Preventative Health, and Seasonal Affective Disorder (SAD) are some examples of webinars provided in 2022. We regularly ask for feedback on the content and use polling to decide on what our next webinar should address. Zevo Health are also the providers of the Mental Health Champion training mentioned above. As part of the Zevo app there is a range of functionality our people can avail of including masterclasses on a range of topics from, guided meditations to daily check-ins. We encourage our people from the outset of their employment to download the app and incentivise all new starters to engage with Zevo Health with friendly steps challenges and an opportunity to win a half day's leave.

## Ireland's Fittest Workplace

Cpl was thrilled to win Ireland's Fittest Workplace 2022 having placed 2nd in 2021. This was a very exciting challenge for Cpl to get involved in as we are invested in embedding a culture of health and wellbeing.

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.

## Other Wellness Activities & Supports

We run a number of wellness related activities and initiatives e.g. Pilates Club, Books Club, Cpl monthly wellness challenges, complete an 5km, financial wellness offerings, awareness days such as Suicide Prevention Day, National Wellbeing Day etc., Occupational Health and many more. All of these are shared in our dedicated wellness space on WorkVivo.

## 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 charity organisations.

## Volunteering of Staff Time

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 Special Olympics, The Alzheimer's Society of Ireland, Dublin Simon Community, After Umbrage and a Shelter for Homeless Animals in Szczecin, Poland, amongst others.

As part of our commitment to giving back, Cpl promotes Volunteering Time Off (VTO) throughout the organisation and in 2023, we will begin reporting on the hours our people use through this initiative on our internal HR system.

*"We are incredibly grateful to have Cpl on board with us as a business partner and it is already making a huge difference to both our students and our graduates."*

**Marie Devitt** - TCPID

## Using Digital for Good

As a leading provider of talent solutions, we have an extensive global network of candidates and clients online. To raise awareness on a national and international level we use our social media platforms to promote charities and share our CSR ethos through the hashtag #CplGivingBack.

Charities and causes we have promoted successfully through digital campaigns include: MPS Blue Day, Paint it Pink for Breast Cancer Awareness, Stand with Ukraine, Temple Street Children's Hospital, Children's Day Poland, Darkness into Light and Run in the Dark.

## Philanthropy

Supporting charitable causes has been harder to do since COVID-19 hit, however that has not stopped us from incorporating charity into our wellness and engagement initiatives. In 2022 we have donated over €70,000 to charity organisations such as Women's Aid, Laura Lynn Children's Hospice, Aware, Belong To and the Red Cross, to name a few. Cpl has also donated over €14,000 worth of laptops and computer equipment to the Simon Community, Schools and other charity organisations since 2019.

*"Cpl's donation of refurbished laptops and your extensive work on them is already making such a difference. Because of you some of our clients have received laptops which enable them to fully participate in our Client Development and Employment programmes."*

**Stephanie Nolan** - Corporate Partnerships Manager, Dublin Simon Community

## Future of Wellness

The Cpl Group provides enterprise level health, safety, and wellness solutions through key collaborations across Cpl led by our Future of Work Institute with Cpl Healthcare, Servisource and Cpl Institute. Together we provide an array of health and wellbeing solutions to our clients to help attract, engage, and retain their employees. One example of this was supporting a Public Sector Organisation with over 400 employees across a range of locations. The main objective was to design a programme that was meaningful and engaging to increase participation across all jurisdictions and employee levels. Our approach included rolling out our bespoke wellness diagnostic survey, facilitating focus group sessions and strategic design of activities led by employees. We also created a Wellness Brand to align with the organisation's mission, purpose and employee voice to make the overall programme more meaningful. Since the launch of the programme employee participation in our clients' organisation increased by 60%.



### Future Commitments

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

In July 2022, we conducted the annual Cpl Sense of Us Survey to better understand the lives of our people. The survey revealed the differing life stages and challenges that our colleagues face. As a result of the survey working groups have been created such as our Wellbeing and Working Parents, Guardians and Carers Groups. By supporting 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, we can offer a range of different programmes tailored to the needs of our people and therefore increase their health and wellbeing.

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

In our most recent Great Place to Work Survey, we received a wellbeing score of 85%. We aim to increase this score in the coming year through our wellbeing programmes and Great Place to Work Wellbeing and Working Parents, Guardians & Carers working groups, both of which commenced in September 2022. We have almost 50 people from across the Cpl group taking part. The impact from our last working groups saw the introduction of our Birthday Leave and Early Finish on a Public Holiday policies. See pages 12, 16 & 17 for more information.

**Measure employee satisfaction levels among our flexible talent by 2024.**

Cpl has over 13,000 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 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.

At present we have trained over 250 Mental Health Champions in the organisation, we aim to bring another 80 people through the programme in the next 12 months.





## Strategic Objective 3

### 4 QUALITY EDUCATION



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

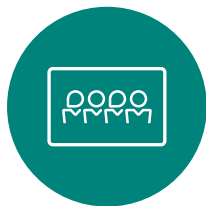


### Our Commitment

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.

### Achievements to date



3,558 people attended  
232 virtual training events



Our recruiters were given  
access to over 250 hours of  
short, targeted and easily  
consumed bite sized training  
videos



We continued to add to  
our extensive suite of  
courses on Cpl  
Knowledge 360 including  
a collection of Diversity  
and Inclusion modules



Our Virtual 30's training  
sessions were attended by  
570 people from all over the  
world



We launched our Leading  
the Future programme  
which was designed  
specifically for Cpl's new  
and upcoming managers



100% of participants in our  
mentoring programme would  
recommend to a colleague



## Community Support

Since 2019, Cpl has donated over 100 laptops to children in DEIS schools and those in the Simon Community to ensure they had the resources necessary to continue with their education, training, and employment search when the country entered COVID-19 lockdown. Cpl has continued to reduce e-waste by donating our refurbished laptops to these charity organisations.

In addition to the above, our people are regularly engaged in providing educational supports to other businesses and charity organisations:

### 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 have been providing support to the EPIC programme since 2008 and are proud to continue our work with them. In 2022 Cpl have committed to providing 3 workshops on topics covering:

- CV Development
- Approaching recruitment companies
- How to work effectively with recruiters
- Jobs in demand & skills needed,
- How people can get into general administration roles
- Recruitment Q&A sessions

The first workshops took place in Q4 2022, with Executive Principal Consultant Aisling Bowden, and Recruitment Consultants Mia Coyne, Jiaxin Liu and Aoife Doyle delivering two sessions on "How to Get That Job" to 55 participants from Business in the Community. Both sessions were extremely well received.

*"thanks so much for this morning's session, it really answered all the common questions well and you provided loads of one to one help towards the end."*

**Anna Greenhalgh - BITC**

### National Council of the Blind Ireland (NCBI):

In August 2022, the **NCBI** reached out to Cpl to see if we would help their staff with training on 'CV & Interview preparation' and 'Preparing for the world of work'. As a result, our consultants are working on a tailored training programme to be delivered in January 2023 to all careers staff in NCBI.

## 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, providing mock interviews and giving career advice and actionable guidance around networking.

## Open Doors:

Cpl is one of the founding members of the **Open Doors Initiative** which aims to provide a pathway to employment for marginalised members of society, we have championed their aims by sharing our knowledge and expertise with participants at various virtual events over the past 12 months.

- 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

## 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.

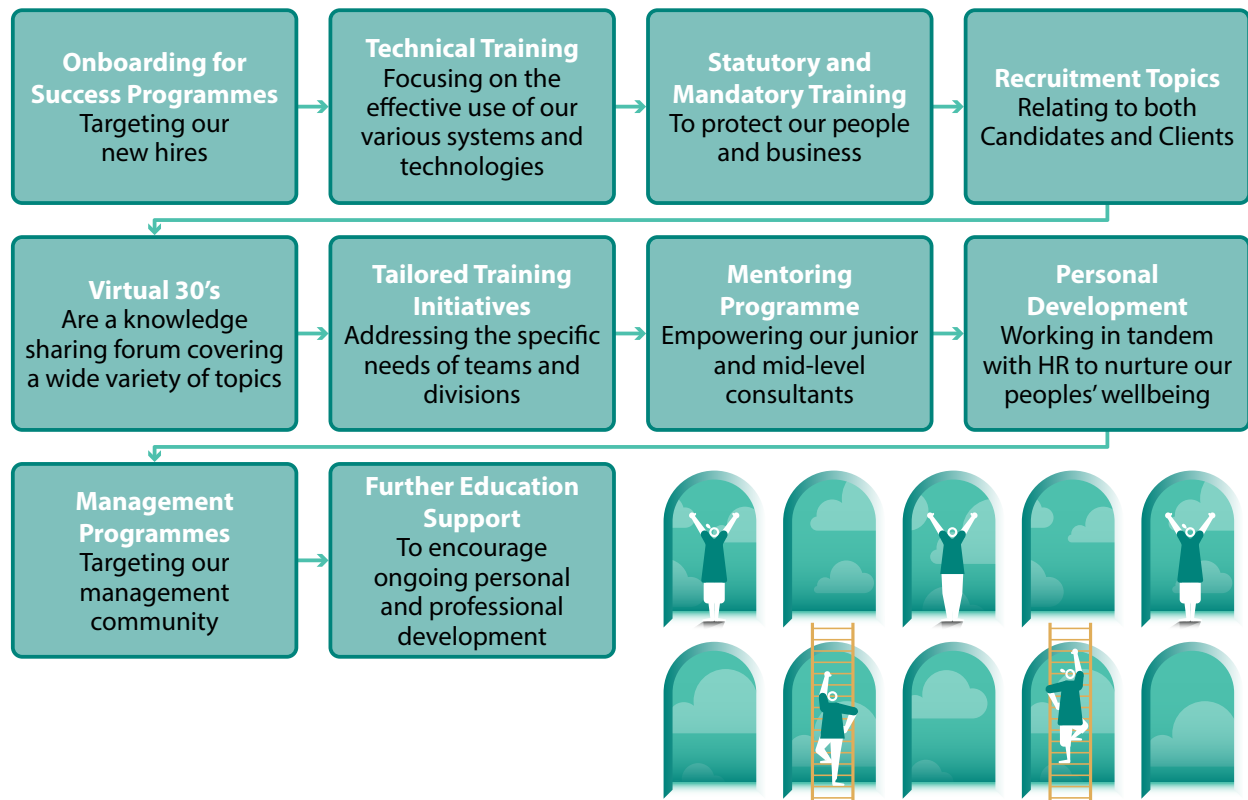
All our programmes are delivered by high calibre facilitators and trainers with considerable industry expertise. We are fortunate to be able to draw on a wealth of experience and knowledge from a wide variety of individuals within the business including directors, managers, consultants, and internal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

- Clearly defined career paths per business area
- Company-wide Core Competencies
- A fair & transparent promotion process
- Internal mobility with regular opportunities

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. Over 25 individual training events are facilitated every month, which attract an average of 480 attendees.

## 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 training**
- **Inclusive Leadership Training (run quarterly with Investors in Diversity)**

During 2022 an average of 510 attendees participated each month in 26 unique training sessions, workshops and webinars totalling 6,011 hours in the year. We are still offering all training sessions remotely, allowing greater access across the whole business.

## Training and Awareness on Sustainability Issues

Our Cpl GreenWorks team is responsible for the ongoing climate action and awareness training of Cpl employees. Below is an example of the training sessions available on our Knowledge360 platform. The team also regularly share updates on our engagement platform, WorkVivo.

In 2023, we have committed to developing 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. Our GreenWorks Committee and L&D team will work closely together to develop this training in both classroom and online settings and will include mandatory and non-mandatory sessions.

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 regularly engage with experts to deliver live virtual training that falls beyond our expertise, these sessions are recorded and uploaded to our Knowledge360 platform for our people to watch back. Examples include 'Gender Identity Training' with TENI, 'How to Find Peace in the Chaos of the Modern World' with Niall Breslin, and a 'Masterclass on Black History Month' with Dr. Ebun Joseph.

## Future Leadership

Cpl's Future of Work Institute is a consultancy business that explores, questions, and designs future work solutions with our clients, partners, and collaborators. We conduct research, workshops events and projects across 7 core pillars (Diversity and Inclusion, Future of Work Skills, Talent Technology, Employer Proposition, Creative Leadership, Government and Regulatory, and New Workforce Models). The Future of Work Institute provides a range of professional development training services to our clients to help drive a healthy pipeline of leaders throughout their organisation. This includes New Leader Orientation Training, Mentoring and Coaching, Internal Mentoring Programmes and Senior Leadership Development. For example, Cpl has collaborated with a Public Sector Organisation with over 90 high potential female leaders and over 20 senior leaders by providing a Mentoring Programme. This sought to enable high potential leaders to be mentored by senior leaders in the organisation as part of their inclusive workplace commitments. Our approach included rolling out Psychometric Assessments, facilitating peer to peer Mentoring Circles and delivering Mentor Training to the Senior Leaders. Since completion of the pilot, 15 leaders have come through the Mentoring Programme and a further 40 enrolled onto the next iterations. This programme also contributed to the organisation achieving their Zero Pay Gap/ Inclusivity targets.

Additionally, the Cpl Institute provides training and consultancy services in the areas of Health & Safety, Professional Development, eLearning, Fleet Safety Services and Healthcare. Our aim is to increase our learner's knowledge and workplace productivity through relevant education and training and set the standard in the delivery of accredited programmes nationwide.

## 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 Q4 2022 for all new suppliers and a review of existing suppliers is also planned as part of our 2024 Action Plan, which outlines the actions we have set against our DE&I goals. Within this assessment we request suppliers DE&I and sustainability strategies to ensure they are implementing an inclusive strategy. The DE&I & Sustainability Assessment is graded and will impact the overall decision on whether a supplier is selected. The DE&I & Sustainability Assessment will count for 10% of the overall decision initially but this weighting will be reviewed as part of our 2024 DE&I Action Plan.

Through the learnings we take from this 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.

Additionally, we have introduced sustainability requirements as part of our purchasing process. We look forward to seeing the impact this has on our business.



## Future Commitments

### Increase uptake in further education opportunities among our Internal Employees.

We believe that everyone should have access to quality education. Cpl encourages all employees to continuously develop their professional skills relevant to their present position or future career within the company. For internal employees with 2 years' service Cpl considers sponsoring a course that is considered directly relevant to an individual's professional development to promote lifelong learning. We hope to increase the uptake of these further development opportunities by 10% in the coming year.

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

We will continue to support our charity partners through donated refurbished laptops and hardware.

### 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.

In Q4 2022, Cpl are releasing a supplier survey across the areas of sustainability and DE&I, 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.

As part of this commitment, Cpl will be including a section on Sustainability and Supplier Diversity in all contracts with our suppliers going forward. Potential suppliers will be scored on their sustainability and DE&I initiatives in all substantial (>€10k) procurement opportunities going forward.

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

So far this year, we have had 3,558 attendees across 243 virtual training events, logging 6,011 hours. We aim to increase this by 10% next year.

### 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. To achieve this, we hope to follow our successful health and wellbeing campaign by providing a variety of incentivised challenges to our people and issuing a regular newsletter to encourage engagement.

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

We will continue our partnership with Business in the Community Ireland, developing and delivering training to people through the BITC programmes described on page (29). We will expand our reach to over 150 people on an annual basis. We will also continue providing training to the National Council of the Blind, to help facilitate their training programme for the visually impaired.







## 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 32) through the distribution of our DE&I & Sustainability Assessment Survey and suite of educational supports.

### Achievements to date

98%

People here are treated fairly regardless of their sexual orientation

90%

I am treated as a full member here regardless of my position

95%

People here are treated fairly regardless of their gender

97%

People here are treated fairly regardless of their age

91%

I can be myself around here



Silver Award from the Irish Centre for Diversity



Improvement on DEI across business - eg. Launched Be Proud



ESG Award for Diversity, Equity & Inclusion Initiative (Business in Finance)



Conducted our 2022 "Sense of Us" Survey

## DE&I Strategy

Cpl has recently finalised our DE&I Strategy 2022 – 2024. This three-year plan will provide 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 40.

## Our People

We recognise the importance of diversity in an organisation and the value it brings to our clients, candidates and to each other. In July 2022, we conducted the “Cpl Sense of Us Survey”. This anonymous Census type survey was conducted for the purpose of getting “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 will give 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 55 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 regardless of their gender, civil /family status, religious belief, disability, sexual orientation, age, race, and 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 is proud to have:

- **63.7% female employees overall**
- **54.6% 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**

*"The Best Workplaces for Women recognises those top organisations which, while providing a great work environment for all employees, are creating positive and supportive workplaces for women in particular.*

*These organisations develop and promote practices that make sure women in the workplace have a fair and positive work experience and have the opportunity to contribute their talents and develop personally and professionally. They strive to bring balance to the interview process; create networks for women to connect, inspire, mentor, and challenge each other; have development programmes that foster a strong pipeline of female talent; offer flexible working packages that employees can adapt to best suit their needs; and much more."*

**Great Place to Work Magazine 2022** - Irish Times

In December 2022, Cpl will be publishing our first Gender Pay Gap Report which will discuss the difference in the average hourly wage of men and women across our Irish workforce as required by the Gender Pay Gap Information Act 2021.

## 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 92% - 98% of people in Cpl feel that they are treated fairly regardless of their age, gender, race, sexual orientation, or family status and 91% of people feel they can be themselves in work.

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

*"This is a great chance for people across Cpl to connect, debate and discuss the current and upcoming initiatives and what would be good for Cpl as a whole."*

**Aisling Bowden**, Executive Principal Consultant, Cpl Office Support

## The People of Cpl

This initiative was introduced in 2019 and has grown with popularity ever since. Each month a selection of people are interviewed on a personal and professional level and featured on our shared workspace, Workvivo. So far 145 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.

## Silver Award from the Irish Centre for Diversity

Cpl was extremely proud to have been accredited the Silver Award from the Irish Centre for Diversity (ICFD). This is a DE&I mark for Irish businesses. The ICFD provide a framework that supports companies along the Diversity, Equity and Inclusion journey for continuous improvement. Having received the Silver award in 2021, we are committed to attaining the Gold Investors in Diversity EDI Mark which is about ensuring excellence and ensuring that DE&I is in our DNA. Listed below are some of our DE&I programmes, initiatives, and offerings.

*"Cpl is a company with a great heart, we are very people centred, and our culture is one of openness, equality & inclusion."*

**Lorna Conn** - CEO



Zero  
Discrimination  
Day



Ability  
Day



BeProud



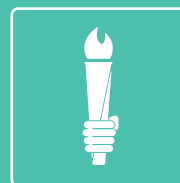
World  
Menopause  
Day



Unconscious  
Bias  
Training



Zevo Mental Health  
Champion Training



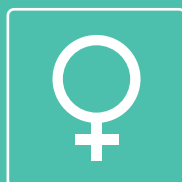
Inclusive Leadership  
Training Partnerships  
Externally



International Day  
Against Homophobia,  
Biphobia and  
Transphobia



Cultural  
Diversity  
Day



International  
Women's  
Day



International  
Men's  
Day



Respect for  
the Aged  
Day

## Discrimination

As mentioned on page 18, Cpl has a clear policy in relation to Dignity at Work, Harassment and Sexual Harassment. In addition, we have a clear policy on Diversity, Equity and Inclusion and have provided training to our people on these topics. Cpl will not tolerate any form of discrimination, bullying, harassment, or sexual harassment in the workplace.

Our Code of Conduct which has been distributed to all suppliers requires that they 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.

## Gender Identity and Expression Policy

Gender identity refers to a person's internal, deeply felt sense of being male, female, or something other or in-between, regardless of the sex they were assigned at birth. Following a successful Gender Identity training session, hosted by **TENI** (Transgender Equality Network Ireland), Cpl are pleased to have launched our Gender Identity and Expression Policy, which has been issued to all our people. The introduction of a Gender Identity and Expression Policy and training supports our desired culture. This includes creating a welcoming and safe environment for all, regardless of gender identity or expression.

## 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, on, for example Open Doors and LGBTQ+ job boards. We also encourage our charity partners to share roles in marginalised communities.

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.





## Future Commitments

Establish and report on Cpl's Gender Pay Gap in Ireland by December 2022.

As required by the Gender Pay Gap Information Act 2021, Cpl will be reporting on our Gender Pay Gap in December 2022.

Achieving the Gold award in Investors in Diversity by 2023.

We were delighted to be awarded with a Bronze and Silver award for our efforts in the DE&I space and are currently working towards attaining gold. Our submission was submitted on 30th September 2022 and we look forward to receiving the results in December 2022.

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 events/campaigns per quarter across our 6 DE&I pillars of: LGBTQ+; Working Parents, Guardians & Carers; Multicultural; Ability; Gender; Generational.

- Review our benefits across Cpl and provide cost/benefit analysis and recommendations

Maintain the minimum percentage of differently abled representation in workforce.

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.

We commit to collecting DE&I data related to the percentage of racial representation across our workforce 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.

Review all people practices across the employee life cycle in order 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.

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.

Partner with external organisations to leverage their expertise, to share our learnings and to assist where appropriate in creating a diverse workforce.

Provide real opportunities to others who may come from marginalised backgrounds by partnering with organisations advocating for minority groups such as BITC, Open Doors, TCPID and delivering training and providing opportunities where relevant.

Establish a range of measures that we can track our progress and report to the Cpl Group Executive and Board on progress.





## 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



Established our carbon footprint in 6 of the 13 countries in which we operate across Scope 1 & 2 including Waste and Business travel from Scope 3



Reduction in scope 1 & 2 emissions from our 2019 baseline by 2021 in 6 of the 13 countries in which we operate across



Reduction in scope 3 for Waste and Business Travel emissions from 2019 - 2021 in 6 of the 13 countries in which we operate across



Silver award from Ecovadis, ranked in the top 9% of Temporary employment agencies and placed within the top 25% of all companies assessed for sustainability performance.



Successfully completed our first report to CDP in July 2022



reduction in paper timesheets since 2018

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 we will strive to implement environmental best practices in all our endeavours.

With support from the Cpl Leadership Team, Cpl GreenWorks (which was launched in 2019) 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 2022, Cpl are proud to have established our baseline carbon footprint across 6 of the 13 countries in which we operate.

In conducting our baseline assessment from 2019 we identified:

- A 23% reduction in scope 1 & 2 emissions from 2019 to 2021
- Our highest contributor to Scope 1 & 2 emissions is electricity which made up 68% of the total. Diesel was the second highest contributor at 12.8%
- A 52% reduction in scope 3 emissions from 2019 - 2021 (waste & business travel)
- Our scope 3 (waste and business travel only) emissions totalled 35% of our overall emissions. Business travel making up 20% of our total emissions across all 3 scopes

In 2023 we will expand our scope 1 & 2 footprint to include the 13 countries we operate in. We also commit to conducting a full scope 3 analysis to determine which of the 15 scope 3 categories are relevant to Cpl. Once this is completed, in 2024, we commit to measuring these scope 3 emissions across all Cpl locations.

## Successfully completed our first report to CDP

In July 2022, we successfully completed our first submission to the [Carbon Disclosure Project \(CDP\)](#) and are delighted to have been awarded a "C" level rating In December 2022. By submitting to CDP, Cpl were able to identify additional areas that require work over the next year and have incorporated the following into our targets:

- Upskill members of our Group Executive Team in climate related issues. See “building competency of our leaders” in SDG 4
- Include a transition plan into our strategy that aligns to a 1.5°C world using climate-related scenario analysis
- Introduce climate related requirements as part of our purchasing process
- Begin our biodiversity journey

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).

## Project Juniper

Project Juniper 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 129 people in Lean White Belt, 39 Yellow Belts and 6 Green Belts and completed 12 Lean Projects. We have achieved some outstanding deliverables such as over €600k of waste eliminated per year, 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 69% 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 regulation 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.

## Energy, Equipment & Facilities

Our new global headquarters 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 will facilitate 481 people. By downsizing, we will reduce the 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 many 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 hope to conduct a feasibility assessment in 2023 with the aim to replace and fit energy saving sensors into all our offices.

During the pandemic, we have found the need for printing has dramatically reduced. We will therefore only have one printer in our HQ and are working to reduce the number of printers across the business as a whole. All printers have now 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.

## 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.

We commit to engaging with our property owners to discuss the impact of biodiversity and encouraging them to utilise any suitable green areas for conservation. We also commit, as part of our education and awareness targets to increase the awareness and appreciation of our biodiversity and ecosystems.





## Future Commitments

**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, conducting a scope 3 analysis to determine which of the 15 categories are relevant by 2023, and 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.**

By conducting a climate risk assessment using TCFD methodology by end 2023.

**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.

**Business travel.**

We commit to implementing a business travel policy by Q1 2023 that will align with our business expansion plans.

**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.

**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 will educate our property owners on the impact of biodiversity and encourage them to utilise any suitable green areas for conservation.

**Achieve a gold medal in the Ecovadis sustainability rating.**

Having achieved a silver rating in 2022, we hope to achieve gold by 2025 through our environmental developments.





# Appendix

## 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 - Susan Deegan

Alan O'Donoghue  
Anthony Cummins  
Barbara Collins  
Bernadette Byrne  
Claudia Ciocca  
Emer Mooney

Ferenc Gal  
Geetanjali Bhuyan  
Jacqueline Dormer Lewis  
Jennifer Navan  
Jennifer Roche  
Leah Gainey

Lucie Matznerova  
Niamh O'Connor  
Orlagh Sheerin  
Rachel Brannigan  
Sandra Brennan

### DE&I committee

Chair - Niamh O'Connor, Senior Manager - Culture and Engagement

Aisling Bowden  
Akansha Akansha  
Amber Duggan  
Anna Brykczynska  
Anthony Cummins  
Aoife Cullinan  
Aoife Fitzpatrick  
Caroline Lyons  
Cathy Kirwan  
Claudia Ciocca  
Daniel Patterson

Eimear Delaney  
Emer Mooney  
Emma Errity  
Fatema Aziz  
Gilvan Meireles  
Jennifer Roche  
Judith Romkes  
Kerri Morris  
Kristina Barthel  
Lucie Matznerova  
Maria Souza

Megan Fox  
Mei Lin Yap  
Michelle Burke  
Mikolij Jaskiewicz  
Rachel Brannigan  
Rosie Donovan  
Sharon Vize  
Stanislaw Poletok  
Tamara Corcoran

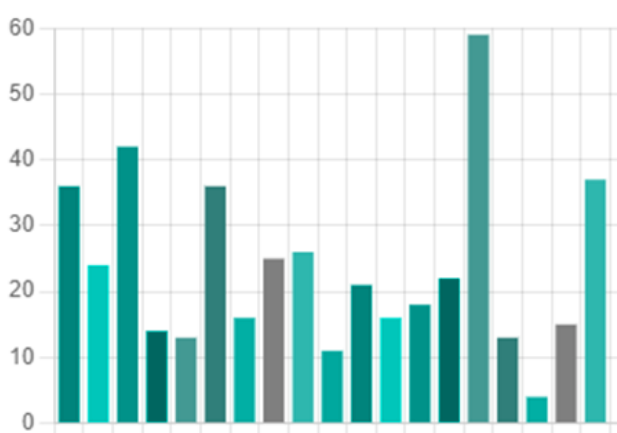
## Appendix 2: Materiality Matrix

This materiality matrix summaries 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	Progress
<b>Total Emissions CO<sub>2</sub> (t)</b>	<b>292</b>	<b>295</b>	<b>185</b>	↓
<i>Internal Employees</i>	856	845	999	
<b>Total Scope 1 emissions (tCO<sub>2</sub>e)</b>	<b>20.67</b>	<b>19.58</b>	<b>27.65</b>	↑
<i>Total Scope 1 emissions/internal headcount (tCO<sub>2</sub>e)</i>	0.0241	0.0232	0.0277	
<i>Natural Gas</i>	6.6	6.5	8.98	↑
<i>Diesel</i>	9.6	9.6	15.38	↑
<i>Petrol</i>	4.47	3.48	3.29	↓
<b>Total Scope 2 emissions (tCO<sub>2</sub>e)</b>	<b>137.58</b>	<b>108.05</b>	<b>93.25</b>	↓
<i>Total Scope 2 emissions/internal headcount (tCO<sub>2</sub>e)</i>	0.16072	0.1279	0.0933	
<i>Electricity-Location Rate</i>	127.45	98.92	82.62	↓
<i>District Heating</i>	10.13	9.13	10.63	↑
<b>Total Scope 3 emissions (tCO<sub>2</sub>e)</b>	<b>133.43</b>	<b>167.18</b>	<b>64.01</b>	↓
<i>Total Scope 3 emissions/internal headcount (tCO<sub>2</sub>e)</i>	0.15588	0.1978	0.0641	
<i>Waste generated in operations</i>	7.44	0.34	0.59	↑
<i>Water</i>	1.91	0.89	0.43	↓
<i>Air Travel</i>	42.18	120.99	24.72	↓
<i>Business Travel</i>	81.9	44.96	38.27	↓

## 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	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
Page	16	16	16	16
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	Number of offices with hybrid policy in place	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	8,334		JAI on hold due to COVID-19 TY/ Work Experience 12	
2021	10,822		JAI on hold due to Covid 19 TY/ Work Experience 16	



## Appendix 4: Targets and Metrics

SDG	SDG 3: Good Health & Wellbeing			
Headline Commitment	Protect our people's Health, Safety & Wellbeing			
Priority Target	Develop a range of programmes to support our people with their health and wellbeing across life stages	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	22	22	22	22
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

## 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 successful in their roles.			
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.	Provide dedicated training and awareness to marginalised groups in the areas of CV development; competency-based skills, job search
Page	28	28	28	28
Who	Group HR & Management Teams	Cpl Group	Sustainability Team	L&D Sustainability Consultant Cpl GreenWorks
When	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured and reported annually
Measurement/ KPI	% increase/ decrease in further education applications	% increase/ decrease in training per # employees	GreenWorks & L&D Team to work together to develop 4 training sessions on Environmental Awareness during 2023 (1 per quarter)	Develop and deliver awareness training of CV development, job searching and competency skills to a minimum of 150 people on a yearly basis from marginalised groups
2019	16 People	New Metric for 2022	New Metric for 2022	New Metric for 2022
2020	11 people			
2021	18 people			

## Appendix 4: Targets and Metrics

SDG	SDG 4: Quality Education (Continued)			
Headline Commitment	Provide first class Learning and Development opportunities to empower our people and our communities with the skills and knowledge needed to be successful in their roles.			
Priority Target	<b>Maintain/Increase the number of donations of laptops into schools and charities</b>	<b>Develop and distribute a survey to our supply chain on sustainability and DE&amp;I topics by Q4 2022</b>	<b>Collaborate with and educate our supply chain on topics such as sustainability &amp; DE&amp;I</b>	<b>Implement procurement procedures that support and promote supplier diversity</b>
Page	28	28	28	28
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	Distribute DE&I & Sustainability Survey in Q4 2022 to all suppliers who meet a certain threshold	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			

## 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	Achieving the Gold award in Investors in Diversity by 2023	Maintain/increase minimum percentage of differently abled representation in workforce	Collect DE&I data related to percentage of racial representation in workforce
Page	35	35	35	35
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	Published? Yes/No	Achieved Yes/No	% Differently abled representation in workforce	Has this been done? Yes/No % racial representation in workforce
2019	New metric for 2022	n/a	New metric for 2022	New metric for 2022
2020		Bronze		
2021		Silver	15%	



## Appendix 4: Targets and Metrics

SDG	SDGs 10: Reduced Inequalities (Continued)			
<b>Headline Commitment</b>	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.			
<b>Priority Target</b>	<b>Create a Culture &amp; Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential</b>	<b>Create a Culture &amp; Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential</b>	<b>Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl</b>	<b>Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl</b>
<b>Page</b>	35	35	35	35
<b>Who</b>	Cpl HR	Cpl HR	Group HR	Group HR
<b>When</b>	Measured & reported annually	Measured & reported annually	Measured & reported annually	Measured & reported annually
<b>Measurement/ KPI</b>	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
<b>2019</b>	New metric for 2022	New metric for 2022	New metric for 2022	New metric for 2022
<b>2020</b>				
<b>2021</b>				

## 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		Build a robust and integrated supplier and partner diversity programme to promote diversity		
Page	35	35	35	35	35
Who	Cpl Group		Group HR		
When	Measured & reported annually				
Measurement/ KPI	Deliver a comprehensive suite of DE&I training for leaders & managers and continuously review and monitor the trainings offered	We will provide inclusive leadership training for leaders and managers allowing time to reflect on their own leadership skills, how unconscious bias can impact cultural and organisational processes and how to get the best of teams to reach their full potential.	Partner with external organisations to leverage from their expertise, to share our learnings and to assist where appropriate in creating a diverse workforce	Provide real opportunities to others who may come from marginalised backgrounds by partnering with organisations advocating for minority groups such as BITC, Open Doors, TCPID and delivering training and providing opportunities where relevant	Establish a range of measures that we can track our progress and report to the Cpl Group Executive and Board on progress
2019	New metric for 2022	New metric for 2022	New metric for 2022	New metric for 2022	New metric for 2022
2020					
2021					



## Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action			
<b>Headline Commitment</b>	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
<b>Priority Target</b>	<b>Extend and conduct a full scope 3 screening and extend scope 1, 2 &amp; 3 footprint to all 13 Cpl countries by 2024</b>	<b>Extend and conduct a full scope 3 screening and extend scope 1, 2 &amp; 3 footprint to all 13 Cpl countries by 2024</b>	<b>Extend and conduct a full scope 3 screening and extend scope 1, 2 &amp; 3 footprint to all 13 Cpl countries by 2024</b>	<b>Reduce carbon emissions by 50% by 2028 from 2019 baseline and to net zero from our own operations by 2035</b>
<b>Page</b>	42	42	42	42
<b>Who</b>	Sustainability Consultant, Country Leads, GreenWorks Team Additional Support as required			Sustainability Consultant, GreenWorks Team
<b>When</b>	Measured & reported annually			
<b>Measurement/ KPI</b>	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)
<b>2019</b>	New Metric for 2022	New Metric for 2022	New Metric for 2022	158 tCO <sub>2</sub> e
<b>2020</b>				128 tCO <sub>2</sub> e
<b>2021</b>				121 tCO <sub>2</sub> e

## Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action (Continued)			
<b>Headline Commitment</b>	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
<b>Priority Target</b>	<b>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.</b>			
<b>Page</b>	42	42	42	42
<b>Who</b>	Sustainability Team			
<b>When</b>	Measured & reported annually			
<b>Measurement/ KPI</b>	Total energy kWh used	% Offices using renewable electricity	% LED Lighting across all operations	% Lighting sensors across all operations
<b>2019</b>	417781.3 kWh	0%	New metric for 2022	New metric for 2022
<b>2020</b>	371604.8 kWh	0%		
<b>2021</b>	319064.1 kWh	0%		

## Appendix 4: Targets and Metrics

SDG	SDG 13: Climate Action (Continued)			
<b>Headline Commitment</b>	We commit to Net Zero Emissions by 2045 by reducing our environmental impact and providing greater environmental awareness to our people and suppliers.			
<b>Priority Target</b>	<b>Reduce Waste to landfill by 50% by 2025</b>	<b>Measure and reduce our e-waste generation</b>	<b>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 2023</b>	<b>Replace 100% fleet with hybrid/electric vehicles by 2025</b>
<b>Page</b>	42	42	42	42
<b>Who</b>	Sustainability Team			
<b>When</b>	Measured & reported annually			
<b>Measurement/ KPI</b>	Waste generated tCO <sub>2</sub> e	volume e-waste not donated	Conduct a climate risk assessment using TCFD methodology by end 2023	% hybrid/electric fleet
<b>2019</b>	7.4 tCO <sub>2</sub> e	New metric for 2022	New metric for 2022	New metric for 2022
<b>2020</b>	0.3 tCO <sub>2</sub> e			
<b>2021</b>	0.6 tCO <sub>2</sub> e			

## 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	Implement a business travel policy by Q1 2023 that will align with our business expansion plans
Page	42	42	42	42
Who	Sustainability Team			Group HR
When	Measured & reported annually			
Measurement/ KPI	# Landlords engaged # Buildings with biodiversity area	Has this been done? Yes/No	Cpl EcoVadis Rating	Has this been done? Yes/No
2019	New metric for 2022	New metric for 2022	Bronze	New metric for 2022
2020			Bronze	
2021			Silver	

## 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 2022
- Anti-Bribery and Corruption Policy
- Attendance, Sick & COVID-19 self-isolation illness policy
- Appropriate use of Information and Information Technology
- Bike to Work Scheme Policy
- Birthday Leave Policy
- Bonus Policy
- Changes to Personal Details Policy
- Charity Giving Scheme
- Children and Young Persons at Work Policy
- Compassionate Leave Policy
- Carers leave Policy
- Commissions Policy
- Clean Desk Policy
- COVID-19 Vaccination Policy
- Christmas Savings Policy 2022
- Cpl Support Hub - Helpline, Advice, Counselling
- Cpl's Modern Slavery and Human Trafficking Policy
- Cpl Equal Opportunities Recruitment Policy
- Conducting Personal Business Policy
- Cpl Dress Code Policy
- Data Protection Policy
- Dignity at Work Policy
- Disciplinary Procedure Policy
- Display Screen Equipment Policy
- Diversity, Equity and Inclusion Policy
- Drugs and Alcohol Policy
- Ethical Trading Policy
- Email Usage Policy
- Expense Policy
- Further Education Policy
- Force Majeure Leave 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
- Life Assurance Policy
- Mobile Phone Policy
- Marriage Leave Policy
- Marriage Gratuity Policy
- Maternity Leave Policy
- Open-plan Guidelines Policy
- Parental Leave Policy
- Parents Leave Policy
- Paternity Leave & Benefit Policy
- Permanent Health Insurance
- Professional Subscriptions
- 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
- Quality Assurance Policy







# Locations

## IRELAND

### Dublin

#### Cpl Resources Ltd. - HQ

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E: info@cpl.ie  
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#### Flexsource

3 Main Street,  
Blanchardstown,  
Dublin 15, D15 KAV6  
T: +353 1 829 5800  
E: blanch@flexsource.ie  
W: www.flexsource.ie

#### Private Home Care

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Co. Dublin, K78 NY56  
T: +353 1 621 9101  
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#### The Cpl Institute

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#### Deena Energy Services Limited

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#### Kenny Whelan & Associates

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### Galway

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#### Kate Cowhig

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## ENGLAND

### Reading

#### Clinical Professionals

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W: www.clinicalprofessionals.co.uk

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### Bromley

#### RIG Healthcare

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England, BR1 3WA  
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### Kent

#### Cpl Specialist Talent

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## CZECH REPUBLIC

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