

Cpl Sustainability Strategy and Report 2024

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Message from our CEO

I am delighted to present our 2024 Sustainability Strategy and Report. Since its inception in 2022 this report has afforded us the opportunity to bring together the many and varied initiatives that fall under the very broad heading of sustainability. This helps not only to keep ourselves accountable, but to demonstrate our progress as we work towards net zero by 2045. It ensures that we continue to put people at the heart of everything we do and that we have respect for and take care of the environment and communities in which we work.

It is with great pride that I read the list of Cpl's many awards and achievements over 2024 but this is not about accolades or prizes, it is about an daily commitment to making a positive social, economic and environmental impact.

Cpl has identified targets and metrics against each of its 5 SDGs, including reducing its carbon footprint, increasing employee engagement, and promoting diversity, equity and inclusion. This report outlines exactly where we are in reaching these targets and the goals that we have set. It serves as an indicator of progress made but also as an identifier of where work needs to continue. We are always looking to the future and at continuous improvement in every area.

While I encourage everyone to read through the details contained in the report there are a few key things I would like to acknowledge and highlight.

Significant strides have been made to take action against climate change as Cpl prepares for CSRD reporting in 2026. Cpl put a strong focus on data accuracy for FY23 ensuring that all emissions across our operations are captured. Although there was an increase in Scope 1 and 2 emissions, Cpl's overall carbon footprint saw a 14.57% reduction. We continue to report externally to CDP and to EcoVadis where we saw an increase in score in 2024 across both platforms.

Cpl's 6th annual Ability Day took place in November 2024 which promoted disability inclusion. The event featured discussions on

accessibility and employment. Our aim is to help create environments where everyone, regardless of their ability, can participate and contribute fully. By embracing accessibility, we can create a more inclusive and productive working environment for all. A partnership event with Focus on Diversity explored how employers can improve disability inclusion in 2025. Cpl also values employee involvement and shared lived experiences as part of our ongoing commitment to DE&I.

Cpl's Health and Wellbeing programme demonstrates a multifaceted approach to employee wellness. I am particularly delighted that 2024 saw the creation and launch of our Mental Health Ambassador Programme, an initiative instigated by our Wellbeing Working Group and Diversity, Equality and Inclusion Committee. The company also provides 24/7 Employee Assistance Programs (EAPs) for confidential support and counselling. These initiatives highlight Cpl's commitment to supporting employees' holistic wellbeing and creating a positive work environment.

There are many and varied initiatives that are running in Cpl that take considerable time, effort and commitment. I am immensely grateful for the energy and dedication of all of those who are involved. These initiatives touch and impact us all. It is a collective and collaborative effort that is achieving the progress outlined in this report. It was Aristotle who first said "the whole is greater than the sum of its parts" and it is so true for the sustainability efforts of Cpl. All of the enthusiasm and commitment to these individual initiatives combine to give us an organisation clear on its impact, operating with integrity and holding itself accountable for its work practices. It makes Cpl a company that we can be proud of and can thrive.

It is so gratifying to see how we, collectively and individually, are giving back. It is always interesting to see that it is not only the recipient that benefits – whether it is time from a volunteer, financial support for a charity, supporting employees if they are going through crisis situations – but how much we all gain in the giving too. I am constantly humbled by the sheer generosity of our Cpl colleagues.

It can often be the small heartfelt gestures that can have a major lasting impact on the recipients and I see the knock on effect throughout the work that we do. It is worth reading "Cpl Giving Back" in this report to see the breadth and scale of work that has been carried out in 2024.

2024 also saw Cpl scale up its Learning and Development programmes with an emphasis on leadership development and career progression. We are always looking to ensure that everyone on our team is given the opportunity to fully fulfil their potential. We were delighted to partner with the UCD Professional Academy and commence our inaugural programmes for those who are high performers within our organisation.

Cpl is also proud to have supported the Apprenticeship Degree in Recruitment Practice, a first-of-its-kind programme developed by the Employment Recruitment Federation (ERF) and the National College of Ireland (NCI). This year, the inaugural cohort of apprentices celebrated their graduation, earning a BA (Hons) Degree, with an impressive 25% of those graduates being Cpl employees.

Once again I would like to commend all of those who are making these initiatives happen and also those who worked hard to collate this report. I am confident that by working together, we will continue to make significant strides towards a more environmentally responsible and sustainable future.



Lorna Conn,
CEO

Message from our Senior Sustainability Consultant

This is Cpl's 3rd Sustainability Strategy and Report where we outline our organisation's commitment to environmental stewardship, social responsibility, and economic viability through our close alignment with the United Nations Sustainable Development Goals (SDGs).

Over the past year, we have made significant strides in integrating sustainability into our operations, while preparing for the upcoming CSRD legislation and aligning with industry best practices.

Our key achievements include capturing a full carbon footprint across all our operations, launching a full suite of sustainability training, reducing carbon emissions by 14.57%, and increasing renewable energy usage to 29% of total energy consumption across our offices.

We have also prioritized social impact through the SDGs, focusing on community engagement, diversity, equity, and inclusion, as well as enhancing employee well-being through targeted health and development initiatives.

Looking ahead, we are committed to further reducing our environmental footprint and enhancing transparency in our sustainability practices.

This report serves as a reflection of our ongoing journey toward a sustainable future and demonstrates our dedication to creating value for all stakeholders through our vision to be the world's best at delivering sustainable, transformational talent solutions and experiences for our clients and candidates.

Through continued innovation, collaboration, and accountability, we aim to make a positive impact for future generations, ensuring long-term prosperity and health.



**Kerri Morris,
Senior Sustainability
Consultant**



About Cpl

Cpl is headquartered in Dublin and is a global provider of talent solutions including specialist recruitment, managed services, business process outsourcing, and strategic talent advisory services through Cpl's The Future of Work Institute. Cpl employ over 14,500 people who support almost 6,000 clients as well as 30,000 candidates per month. Celebrating 35 years in business Cpl have 44 office locations operating in 11 countries worldwide - Ireland, United Kingdom, Germany, Belgium, Poland, Czech Republic, Slovakia, Hungary, Bulgaria, Switzerland, and the United States. This international office network works with Cpl's clients on a domestic and global markets basis to provide impactful talent solutions, that support their clients' growth. Cpl is a wholly owned subsidiary of OUTSOURCING Inc. ('OSI'), a Tokyo headquartered company.

As we celebrate our 35 years in business, we can look back at Cpl's evolution from a traditional recruitment business to one which operates across the entire talent spectrum, reflecting the global demand for more

sustainable, solutions-oriented workforce models. 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.

Cpl is committed to becoming a more sustainable business, ensuring inclusive opportunities for all, and minimising our environmental impact through a collective passion for helping others and giving back. The Cpl Group strongly believes 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 (DMA) 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**.

This year we have been working on updating our DMA in line with the requirements for the **Corporate Sustainability Reporting Directive (CSRD)** which Cpl will be reporting on in 2026.



Operating for 35 years



44 offices in 11 countries



Support over 30,000 candidates per month



50/50 gender representation on Board and Group Executive Team



68% female workforce



Almost 6,000 clients



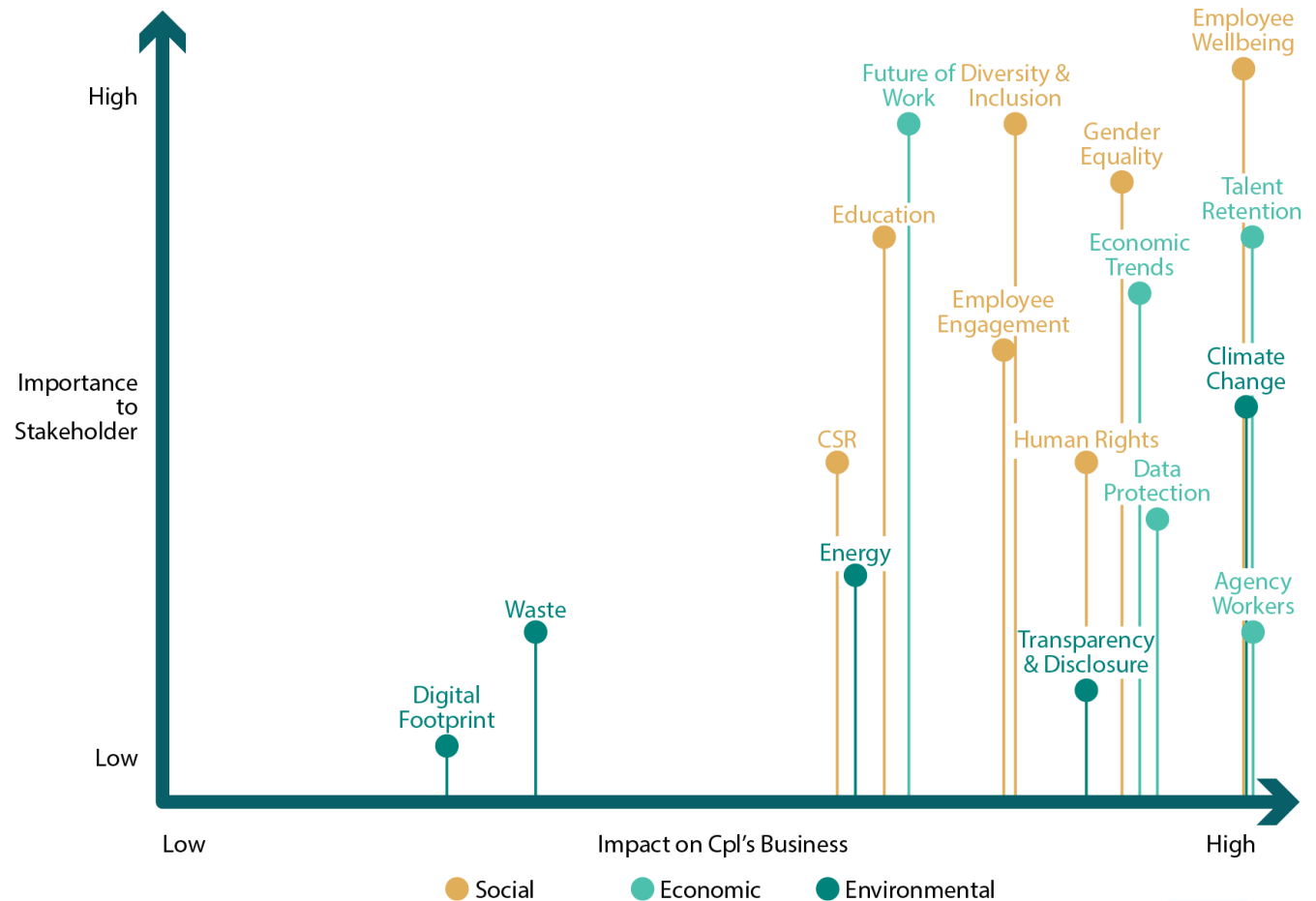
The graph opposite showcases the results of our double materiality analysis and emphasises the importance of employee engagement in our future sustainability work, along with a requirement for additional training to be provided to our people.

The results of our materiality analysis have guided our approach to our Sustainability Strategy and Report and have given us a stronger understanding of the risks and opportunities presented to our business. 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. 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 this drives stronger performance across our business.

Our core values are an integral part of our culture and sustainability vision.



Cpl Sustainability Strategy and Report 2024

Sustainability Strategy

At Cpl our vision is to be the world's best at transforming our clients and candidates through sustainable transformational talent solutions and experiences. Our approach is centred on three key principles:

Future Ready

We embrace the evolving world of work and support our clients, candidates, colleagues, and communities in preparing for the future. This includes fostering innovation, promoting collaboration, and maintaining a positive impact on the environments in which we operate.

Client First

We are committed to working ethically and effectively with our clients, ensuring we fully understand their needs and provide meaningful, sustainable solutions. By staying at the forefront of industry developments, we help businesses navigate change with confidence.

Total Solutions

We develop and implement tailored, integrated talent solutions that deliver long-term value. Our focus is on creating opportunities, fostering an inclusive workplace, and ensuring the success of our clients and candidates.

Double Materiality Assessment

The output of our 2022 Double Materiality Assessment confirmed that our 5 primary objectives are in line with the United Nations Sustainable Development Goals (SDGs) are still the most relevant for our business.

In 2024 we have been reassessing our business through a CSRD aligned double materiality assessment. This will continue into 2025 in line preparation for CSRD reporting in 2026. Our initial review is that that the following SDGs will still be relevant for Cpl.



In 2022 we identified targets and metrics against each of our 5 SDGs and have reported against these metrics year on year through our annual **Sustainability Strategy and Report**. We will continue to update our stakeholders on these targets and metrics annually through this report which can be found at the end of each chapter.

Vision	At Cpl our vision is to be the world's best at transforming our clients through sustainable transformational talent solutions and experiences.		
Key Principles	Future Ready	Client First	Total Solutions
Sustainability Drivers	Environment	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>

Our Commitments

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

We have provided our Strategic Objectives across our 5 chosen SDGs and you can find all targets and objectives throughout this report.

Strategic Objective 1

Provide **decent work** by operating to the highest standards and complying with all existing laws and regulations

8 DECENT WORK AND ECONOMIC GROWTH



Strategic Objective 2

Protect our people's **Health, Safety & Wellbeing**

3 GOOD HEALTH AND WELL-BEING



Strategic Objective 3

Provide first class **Learning and Development** opportunities to empower our people and our communities with the skills and knowledge needed to fulfil their potential

4 QUALITY EDUCATION



Strategic Objective 4

Reduce inequalities by eliminating discriminatory practices

10 REDUCED INEQUALITIES



Strategic Objective 5

Take **urgent action** to combat climate change and its impacts

13 CLIMATE ACTION



2024 Achievements



Measured full carbon footprint across all operations



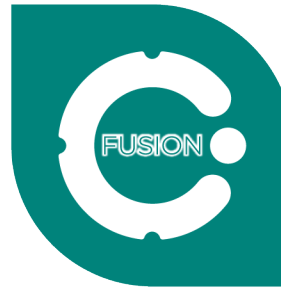
Reduced Carbon Footprint by 14.57%



Offset 60 tonnes of Co2 through Trees4Travel partnership



Increased our volunteering time off by over 13.45%



Launched Cpl Fusion, our Leadership Development Programme



Fertility Matters @Work Partnership



Launched Menopause Supports



Placed over 76,000 people into decent work since 2019

2024 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 2024.

- AMBA & BGA Excellence Awards - Postgraduate Leadership Award - Lorna Conn
- Fortune 100 Best Companies to Work For™ in Europe 2024 - ranked 35th
- Public Sector Magazine Award - Excellence in Business Awards: Talent Solutions Company of the Year 2024
- TIARA Talent Solutions Awards (Cpl's Talent Evolution Group) - The Early Careers Initiative
- Great Place to Work Ireland – 7th in Best Large Workplace
- Great Place for Women to Work
- Great Place for Health and Wellbeing – Great Places to Work Ireland
- Great Place To Work UK – Certified
- Great Place To Work Germany – Certified
- Business & Finance:
 - CEO 100 Index – Inclusion – Lorna Conn
 - CIO 100 Index – Inclusion – Keith O'Connor
 - CMO 100 Index – Inclusion – Ferenc Gál
 - CFO 100 Index – Inclusion – Seana Leech
- Great Place to Work UK – Certified
- SIA's 2024 Staffing 100 Europe list – Lorna Conn inclusion
- SIA's 2024 Global Power 150 Women in Staffing - Lorna Conn Inclusion
- Fingal Business Awards – Diversity, Equity and Inclusion – Flexsource
- ERF Awards 2024 - Best in Practice – Healthcare (Servisource)
- European Contact Centre and Customer Service Awards (ECCCSA) - Best Employee Experience - Covalen
- HR Leadership Awards (Cpl)
 - Best Use of CSR in HR
 - Best Workplace

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.

Cpl's parent company, OUTSOURCING Inc. (OSI), regularly conducts internal audits, and these cover all areas of Cpl's activities. These audits include: Adherence to Cpl's Delegation of Authority Matrix, Payroll, Sales, Financial Management and Planning, Health and Safety, IT security, Environment, and overall Governance.

In addition, as a major subsidiary of OSI, when publicly listed, Cpl was 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. As OSI delisted from the Japanese stock market in 2024, there is no longer any requirement to implement JSOX across the subsidiaries. However, OSI and Cpl have continued to adhere to JSOX testing and reviews to further enhance internal controls.

In 2023 Cpl Group became ISO 14001 accredited for our Environmental Management System and was re-certified in 2024. Becoming accredited to this standard has helped Cpl to improve our environmental performance through more efficient use of resources and reduction of waste, gaining a competitive advantage and the trust of stakeholders.

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

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



Cpl Sustainability Strategy and Report 2024

Strategic Objective 1



8 DECENT WORK AND ECONOMIC GROWTH



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



Our Commitment

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

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

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

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, with opportunity for growth and career progression. All our business areas have clearly defined career trajectories which are outlined in our global core competency framework which was deployed in 2023 across all business areas. We have a transparent promotion process in place and have trained 910 of our people on this new process so far.

Employee Resource Groups

Cpl are incredibly proud to support our people through our collaboration with our Great Place to Work working groups which were developed to ensure we are hearing the voices of all our internal people. These groups play an ongoing role in identifying, designing, and implementing innovations across career development, wellbeing, and recognition. This is not only an excellent collaborative think tank, but a great way to get to know people across Cpl.

Our Working Groups have played a crucial role in identifying, designing, and implementing ideas and suggestions across career development, communication and recognition. They are an excellent forum for collaboration, innovation, and a great way to get to know people from across the Cpl Group.

The Working Groups for 2024 focused on two key areas; Fertility Matters and Accessibility where volunteers from all divisions, levels and backgrounds across the Cpl Group came together to generate ideas for improvement in Cpl. Our Great Place to Work champions were another key Working Group for 2024, where we had 50+ people from across the Group play a key role in providing feedback and encouraging team members to get involved in various activities across the business.

Providing Decent Work

As a leading provider of talent solutions, Cpl has committed to placing 100,000 people into decent work by 2030. Since 2019, we have placed 76,921 people into positions across the talent spectrum through our permanent and flexible talent opportunities.

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

Wherever we do business, Cpl complies with existing laws and regulations, and we ensure that our suppliers operate in the same manner. Through our Supplier Code of Conduct, Cpl has established a foundation of

Achievements to Date



Placed 76,921 people into Decent work since 2019



Established our Fertility and Accessibility Working Groups



Logged 1,132 hours VTO



Launched our Disclosure and Support Process and Guide



Celebrated our 6th Annual Ability Day



Continued our community support

shared values, accountability, ethics, and a culture of trust and openness throughout our value chain.

We continue to roll out our Supplier Code of Conduct to new suppliers highlighted by our risk matrix which outlines Cpl's expectation from partners and suppliers regarding sustainability. In 2024 this was issued to 78% of our total suppliers. The remaining 22% of our suppliers were considered immaterial.

Disclosure & Support Process & Guide

Following our 2024 Cpl Sense of Us survey, we learned that 10% of respondents had a disability and 6% indicated they had an identified neurodiversity with 80% of survey respondents having disclosed this to their manager.

We recognise this disclosure as a result of our Disclosure and Support Process and Guide.

This guide was developed after a range of conversations in our Disability and Accessibility Cafés, in collaboration with our Diversity, Equality and Inclusion Committee, and with the help of the Neurodiversity Employee Network Group who identified improvements needed to our disclosure process. What we learned during these discussions was extremely valuable and has led to the new and improved Disclosure and Support Guide that we have today.

Volunteering Time Off

As part of our commitment to giving back, Cpl promotes Volunteering Time Off (VTO) throughout the organisation where our people can use up to two

working days per year to volunteer. To encourage this, in 2023 we introduced a group wide KPI to use at least four volunteering hours and log them on our HR Management System.

We have logged 998 hours of VTO in 2023 and increased this by 13% in 2024 to 1,132.23 hours. Take a look below for how we used our VTO in 2024.

Supporting Decent Work in our Communities

Féach Ireland

Féach Ireland is a parent led organisation that connects, informs and empowers parents to support their blind and visually impaired children to ensure they thrive and lead independent lives.

In 2024 we were delighted to host a 'Mock Interview Day' with students from Féach Ireland in our Dublin HQ where we held nine interviews.

The students were paired with our recruitment consultants in their desired fields, giving them interview experience. Our consultants also learnt from these students, as together they discussed how aptitude tests can be daunting for young people with vision loss and the importance of asking 'How can I help?'

"It was truly a wonderful experience and an amazing opportunity for the students. Thank you, Cpl!"

Féach Ireland

Trinity Centre for People with Intellectual Disabilities

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

Junior Achievement Ireland

Cpl has a long-standing volunteer relationship with Junior Achievement Ireland which encourages young people to remain in education and develop skills needed to succeed in a changing world. Programmes begin at primary school level and continue through to the end of secondary school, preparing students for their future careers and teaching them how they can impact the world around them as individuals and employees.

Over the past 10 years, almost 2,000 students from 45 different schools have had a programme delivered by a member of Cpl and we expect to reach an additional 100 students in 2025. 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

We continue to run our Transition Year Programme for students from a variety of backgrounds including relatives of our employees, our clients, students from local DEIS schools and schools involved with the Junior

Achievement Ireland programme. The programme provides opportunities to:

- Increase students' awareness of self and others through various activities and psychometric assessments
- Get a deeper understanding of their own motivations and ambitions
- Gain an insight into potential career paths across many areas, sectors and industries
- Understand the importance of managing their digital footprint
- Explore what sustainability means in the workplace and the importance of sustainable innovation
- Learn tips and increase knowledge of public speaking and presenting skills
- Receive training on CV creation and interview preparation
- Participate in sessions on physical and mental wellness

In 2024 we had 23 students complete our Transition Year Programme. They gave extremely positive feedback and an overall rating of 4.8 out of 5.

"I thoroughly enjoyed my week at Cpl. It was a very informative and inspiring week overall."

2024 TY Student.

Business in the Community

Cpl has a strong partnership with Business in the Community Ireland (BITC) and encourages our employees to use their Volunteering Time Off (VTO) and knowledge and expertise to help participants in BITC programmes. BITC programmes 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 are 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 create content and deliver presentations to participants on these programmes to better their opportunities to gain employment. We are proud to be a partner of EPIC for the last 16 years. The EPIC Programme with Business in the Community works with asylum seekers and refugees to help them find jobs and integrate into Irish society. Since 2008 our employees have used their volunteering time off to assist refugees with CV and interview preparation with the intention of finding these people meaningful work. In 2024, Cpl provided 80 mock interviews and feedback sessions to Business in the Community Ireland's employment programme participants.

Open Doors Initiative

Cpl is a member of the Open Doors Initiative, a non-profit organisation that supports people of underrepresented groups to access employment and education in Ireland. These groups include refugees and migrants, people with a disability, LGBTQIA+, people with a criminal history, Travellers and Roma, and disadvantaged youth. As part of our partnership with the Open Doors Initiative colleagues from across Cpl have joined the Mentorship Programme one of their longest running programmes.

In 2024, 21 people from Cpl signed up to support the programme.

In addition to this, Cpl made a €5,000 contribution towards the Fresh Start programme.

- We mentored students as part of the Flash Mentoring Programme organised by NEIC (Northeast Inner City) Initiative which supports students from six inner city DEIS schools
- Sharon Vize, Chief People Officer is a Board member of the Open Doors Initiative and is a committee member.

JobNet

JobNet is an award-winning programme that equips unemployed professionals and graduates with the skills, clarity, and confidence to secure work. Cpl supports JobNet by providing regular training workshops on interview skills, mock interviews, and giving career advice and actionable guidance around networking.

Inspire Mentoring

Cpl is partnered with the INSPIRE Mentoring programme, which aims to match a young person with a professional role model to support and guide them. The students are diverse Irish, migrants, and first-generation immigrants, Irish Black, Irish Asian and they represent many different nationalities. They are HEAR (Higher Education Access Route) students studying business and management, computers and ICT, health and social care, science and pharmacy.

Future Commitments and Results

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

A leading provider of talent solutions, Cpl is a people business to its core. In 2024 we placed 12,917 people into decent work and since 2019 we have placed 76,921 people.

Support 4,000 people through our Transition Year, Junior Achievement Ireland, and Work Experience programmes by 2030 with evidence of positive impacts on the participants:

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

Since 2019, we have supported 921 people through these programmes.

Increase our Volunteering Time Off hours with our charity education partners:

We are delighted to have raised awareness of employee Volunteering Time Off (VTO) initiatives throughout the business through WorkVivo and our What's Going On newsletters. In 2024 we volunteered 1,132.25 hours to supporting our local communities a 13.45% increase on 2023.

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

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



Targets and Metrics

SDG 8: Decent Work and Economic Growth

Cpl commits to providing decent work by operating to the highest standards and complying with all existing laws and regulations

Priority Target	Responsibility	KPI	2019	2020	2021	2022	2023	2024	Progress
Provide decent work for 100,000 people by 2030 through our permanent and flexible talent opportunities	Cpl Group	Number of placements per year	7,117	9,279	17,257	17,278	13,073	12,917	↗
Support our people and the planet by implementing our hybrid working policy to ensure the full utilisation of all 50 Cpl offices by 2023	People Experience& Management Teams	% offices with hybrid policy in place	New metric				100%	100%	→
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	Cpl Group	Number of TY and JAI students through programmes	JAI 276 TY/ Work Experience 24	JAI - 483 TY/ Work Experience 16	JAI – 0 (Covid) TY/ Work Experience 12	JAI – 32 TY/Work Experience 17	JAI - 253 TY/ Work Experience 38	JAI - 0 TY/Work Experience 23	↘
Increase volunteering hours with our charity education partners e.g. BITC, TCPID, JAI etc. by offering the opportunity to our internal people by 2023	Cpl Group	Number volunteering hours logged in HRMS system	New metric				998	1132.25	↗

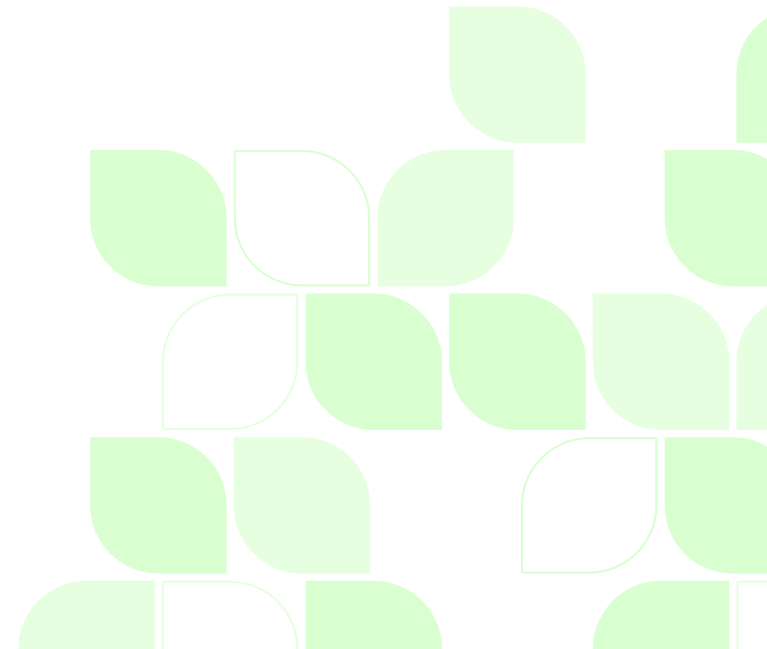
Strategic Objective 2



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 and wellbeing.

We recognise that people have their own challenges and struggles at various stages throughout their life and that at any point a person might need some help.

We believe that by providing access to helpful resources and promoting tailored wellbeing programmes, we will create a positive work environment where all of us can reach our full potential.

Achievements to Date



Launched Mental Health Ambassador Programme



Raised €23,205 for charity through our wellbeing initiatives



Announced our Menopause Hub partnership and dedicated menopause champions



Provided a range of Financial Wellbeing webinars



Launched Fertility Matters at Work Partnership



Held 12 BeProud Cafés

Health and Wellbeing

Cpl are extremely proud to have invested in a wellbeing programme that provides a range of supports to our people (this includes content, webinars, access to meditations and health professionals). Since 2019, we have hosted 12 Mental Health Champion trainings and 4 See Change trainings to help destigmatise mental health issues and to raise awareness around the importance of good mental health.

Cpl has trained almost 280 people throughout the business in Mental Health Champion Training and the See Change Workshop. Alongside our mental health training in 2024 we hosted 184 different webinars, trainings, and events which have been tailored to support the needs of our people across their life stages.

Our Employee Access Programmes (EAP) are available 24/7 to support people when needed and to give them the techniques to overcome challenges they may face. We also have a dedicated Cpl Employee Assistance Programme through Cpl's Support Hub. This service includes a confidential 24-hour helpline, trusted advice from professionals and one to one counselling, all funded by Cpl.

Mental Health

Cpl hosted Mental Health Awareness month for the 3rd year in a row in 2024. The objectives of Mental Health Awareness month were created by our Wellbeing Working Group, and they were as follows:

- Raise awareness and promote better understanding of mental health and mental ill-health
- Reduce stigma associated with mental health

problems by encouraging conversations about mental health and mental ill-health

- Promote a greater understanding, support and acceptance for people with mental health problems Educate our people on where they can get the help they need to recover

How we achieved these objectives

Promotion of our EAP: Our Employee Assistance Programme providers spoke in during the year about some of the services that might not typically be associated with an EAP such as financial and legal advice and other great services available.

Mental Health & Stigma Awareness Event: We were joined by See Change Ambassador, Daragh Fleming for this event which also featured 3 of our Cpl colleagues. The event provided a selection of tips to reduce the stigma that exists around Mental Health.

Promotion of our Mental Health Toolkit: Throughout the month, we promoted our Mental Health Toolkit, a bank of information about mental health and ill-mental health. The Mental Health Toolkit is broken down into several sections and provides supports for the individual, or for a colleague, family member or friend.

Building Resilience and an Olympic Mindset: David Gillick, a former European Athletics Champion joined us for this hybrid event. David spoke honestly about his own mental health journey since retiring from the world of sport and shared some practical tips that can be implemented into our lives. We also heard from our colleague Ciara Tarpey who shared her story and some very helpful tips on how to support someone who might be struggling with their mental health.

10 Days of Breathing Challenge: We shared a short meditation on Workvivo for 10 consecutive days where we encouraged our people to take 10 minutes to focus on the power of breath.

Mental Health Ambassador Programme

In 2024 we created and launched our Mental Health Ambassador Programme and initiative as an output of our Wellbeing Working Group and Diversity, Equality and Inclusion Committee meeting discussions.

Our Cpl Mental Health Ambassadors (MHA) have volunteered to become points of contact for anyone in the organisation who is experiencing mental health difficulties. These MHAs are there to listen, empathise and point anyone struggling in the direction of relevant support services. They are people who play an active role in helping to reduce stigma surrounding mental health by encouraging open and honest conversations and play an active role in attending and encouraging colleagues to attend training workshops, Be Proud Cafés, events or webinars about mental health. They each have completed a comprehensive list of trainings and understand the role of confidentiality in speaking with anyone who is struggling.

If a colleague is struggling, speaking to a MHA is another option alongside our Employee Assistance Programme. Each of our trained MHA's have been awarded a MHA badge and have a bio so you that our people can learn a little bit about them before you reach out.

We have a further 14 people in the training pipeline who have also pledged to become Mental Health Ambassadors. To support our trained Mental Health Ambassadors, we host bi-monthly catch ups to share

learnings and to support others. This information is shared in our BeWell Newsletter and in our People Experience Induction.

See Change Pledge

See Change is an Irish organisation dedicated to ending mental health stigma. Cpl has pledged to become a See Change organisation to demonstrate our action and commitment to making Cpl a safe and supportive workplace in the context of mental health and ill-mental health. We have held 4 See Change Mental Health and Stigma Workshops with 84 people trained to date and another due to take place in Q1 of 2025. This training also forms part of the Mental Health Ambassador Programme.

Fertility Matters@Work Partnership

Cpl has partnered with Fertility Matters@Work (FMAW) which is an organisation dedicated to helping other organisations become fertility friendly. We have partnered with FMAW to help us create a cultural shift where conversations around fertility are normalised. Our people indicated these topics as a priority in the Cpl Sense of Us (SOU) Survey 2022, in our Be Proud Cafés, and in our DE&I committee discussions. To start the journey we hosted a panel discussion and formed a Fertility Matters at Work Working Group.

In October 2024, we launched a suite of Fertility and Family Building policies including: Fertility & Family Building, Surrogacy & Pregnancy, and Neo-Natal Loss.

Fertility is now a core topic that has been added to our wellbeing offerings. In December 2024, we hosted

a webinar on "Understanding the emotional toll of fertility struggles" and we have more discussions surrounding Fertility & Family Planning in the pipeline for 2025. The Partnership with FMAW has been well received by employees and we look forward to our continued partnership.

Menopause Hub Partnership

Following on from our Menopause Cafés and a range of additional menopause themed events, we partnered with The Menopause Hub to continue supporting our people who are directly or indirectly impacted by menopause.

We held a kick-off event which was co-hosted by Sharon Vize and Grainne Schmitz from the Menopause Hub and launched our Cpl Menopause Support Guide. Following this, we also trained 13 Menopause Champions.

A Menopause Champion is a vital role, dedicated to raising awareness and providing support for employees experiencing menopause and perimenopause. In our 2024 SOU survey, we learned that just under 20% have, or are currently experiencing menopausal symptoms. With a 68% female workforce, menopause will affect all our people, directly or indirectly, at work or at home. Menopause will remain a topic on our wellbeing calendar throughout 2025.

Be Proud Cafés

Our award winning BeProud Virtual Cafés were launched in 2019 as a Covid19 initiative and have become a staple of our wellbeing initiatives. In 2024 we held 12 cafés.

Our Men's Mental Health Café was held in November as part of our Men's Mental Health month where our Cpl Mowers grew out their moustaches for November to raise awareness and donations to help fund world-class programmes saving and improving the lives of men affected by prostate cancer, testicular cancer and mental health issues.

2024 was Cpl's second year of our Men's Mental Health Café. The reoccurring theme throughout this year's café highlighted the importance of seeking help through counselling and many people spoke about anxiety, grief and cancer. The biggest take away from the event was that you are not alone.

The Café concluded with our colleague Tom Brady sharing the following poem:

"The Quiet Fight" by Tom Brady

*On the outside, calm and cool,
A steady face, the solid rule.
But deep within, storms may rage,
A hidden fight in every stage.*

*It's okay to pause, to feel, to rest,
To not have answers, to not be the best.
You're human, like all, just finding your way,
With highs and lows on any given day.*

*Take off the mask, let the words flow,
There's power in letting someone know.
For beneath the surface, you're never alone,
It's in connection that true strength is shown.*

Company Wide Steps Challenge

This year we held a companywide steps challenge "Step Up for Gaza" in aid of the Irish Red Cross Emergency Appeal for the humanitarian crisis in Gaza. We had 24 teams and 195 people take part in the challenge across all our offices.

Together we completed 33,433,720 steps and walked from Dublin to Gaza nearly 4 times. We raised €5,264 for the Irish Red Cross and ran multiple mini challenges throughout the 3 weeks.

5k Pay Day

On the last Friday of every month, we have been challenging our people to complete a 5k (steps, run, cycle or swim) or any other version of this that encourages our people to prioritise their physical wellness. Anyone who signs to this challenge commits to doing their version of a 5K in return for a monthly €5 donation for charity. Since this initiative began, we have raised over €4,100 and donations have been made to Ronald McDonald House and Barnardos.

Other Wellness Activities and Supports

Following feedback received through our Wellbeing Survey in 2023 we designed our Wellbeing Webinars from topics selected by our people. These webinars are:

Financial Wellness

- Bank of Ireland: Financial Planning for the Future
- Bank of Ireland: Bank at Work: Home Buying Webinar with MyHome.ie Managing Director, Joanne Geary
- Bank of Ireland: Financial Wellbeing

- Savvi Credit Union: The Benefits of Joining Savvi: Your Workplace Credit Union
- Managing your Money: Better Banking & Budgeting with Eolas Money
- Wrkit: Benekit App & Lifestyle Savings
- Annual Savings Scheme

Wellbeing

- Five Ways to Improve Confidence with Jason Brennan
- The Pillars of Health with Tom Coleman
- Sleep Masterclass with Tom Coleman
- Anxiety Management with Jason Brennan
- From the Edge of Burnout to Peak Performance Part 1 with Tom Coleman
- From the Edge of Burnout to Peak Performance Part 2 with Tom Coleman
- Mental Health Stigma Awareness Hybrid Event with David Gillick
- Autumn Revive: All Things Hydration – Hybrid Event with The Skin Nerd
- The Power of Positive Psychology with Jason Brennan
- Men's Health: Self-care, Connection and Building a Toolkit for the Prevention of Burnout with Tom Coleman

In addition to the above, each month we provide a registration link for employees to register for webinars through our partnerships with Vhi including:

- New Year Reset with Trisha Lewis
- Alcohol Awareness with Dr. Ui May Tan
- Children's Mental Health with Dr. Colman Nocta
- Cervical Cancer Awareness with Dr. Ui May Tan
- The Beauty of Inclusion with Aimee Connolly
- Your Health Series: Smoking and Vaping with Dr. Ui May Tan

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 we operate in. Not only is it the right thing to do but it is important to our people that we do.

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

- In 2024 our *'Step up for Gaza Challenge'* raised a total of €2,632 which was matched by Cpl bringing the total raised for the Red Cross Emergency Appeal in 2024 to €5,264. This brings the total amount raised for the Irish Red Cross Appeals (Ukraine, Turkey & Syria, and Gaza) by Cpl and its employees to be over €75,000 since 2022.
- We were delighted to partner with Barnardo's for Christmas 2024, raising money 'to help the most vulnerable children in society achieve their full potential – regardless of their family circumstances, their gender, race or disability.' Collectively we raised €8,341 through a range of competitions, raffles and donations and the output of our 5k pay day.
- Our people are proud to volunteer at Ronald McDonald house where during 2024 we spent almost 100 hours making meals for families, we also donated €500 and contributed €500 worth of food.
- Our second companywide steps challenge in 2024 raised €500 for the Irish Cancer Society.
- In 2024, our Office Support, HR and Marketing recruitment teams spent almost 100 hours volunteering with Dogs Trust Ireland and raised €2,400 to support the charity.
- Each year our Cpl Movember team, the 'Cpl Mowers' raise funds for Men's Health, in 2024 we raised €4,450.
- Our Reading office are proud sponsors of 'After Umbrage' whose vision is to provide free, short breaks for carers looking after family members or loved ones with life limiting or terminal conditions.
- Cpl Czech Republic continue their support for Raná Péče, an early intervention service for families of children under 7 years of age, whose development is endangered due to an adverse health condition or disability. The service focuses on supporting the family and the child's development.
- Cpl Czech Republic volunteered at the Hádecká Planinka National Nature Reserve in the Moravian region. They supported nature by raking grass, which is crucial for maintaining optimal conditions for the local flora and allowing rare and protected plant species to grow.
- eightbit experts have raised over €1,000 for Amnesty International, Aktion Deutschland hilft (Turkey/Syria earthquake), and Deutsches Rotes Kreuz.
- Cpl Bratislava assisted in gathering and delivering Christmas gifts to lonely seniors at a local retirement home.

Cpl Prague helped create paper Christmas decorations, which were used to decorate the waiting room of the bone marrow transplant unit and paediatric haematology at Motol Hospital in Prague.

Cpl's across Ireland, the UK and Poland participated in several litter picks throughout the year, removing 138 bags of litter from our local areas. for more about this initiative see page 41.

We continued to promote blood donations across all of our offices.

One recruiter based in Ostrava supported flood relief efforts in the Stará Bělá district, where the water spread over the bridges and roads. Our colleague contributed to the cleanup, helping the community during this challenging time.

Future Commitments and Results

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

Cpl continues to support our people through their different life stages, whether it be menopause, working carers, mental health challenges, financial wellness, applying for a loan or getting mortgage ready. In 2024 Cpl offered 184 different programmes which were tailored to the needs of our people, almost a 63% increase from 2023.

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

In our 2024 Great Place to Work Survey, we received a wellbeing score of 85%.

Measure employee satisfaction levels among our flexible talent by 2024.

With over 14,500 people working across our flexible talent division, the deadline for this target has been extended to 2025.

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

In 2024 we trained a total of 116 Mental Health Champions, Mental Health Ambassadors SeeChange Ambassadors.



Targets and Metrics

SDG 3: Good Health & Wellbeing									
Protect our people's Health, Safety & Wellbeing									
Priority Target	Responsibility	KPI	2019	2020	2021	2022	2023	2024	Progress
Provide a range of programmes to support our people with their health and wellbeing across life stages	People Experience & Management Teams	# Programmes & Initiatives hosted per year with evidence of positive impact	New metric				113	184	↗
Maintain/Increase our wellbeing satisfaction score in the GPTW survey	People Experience & Management Teams	Employee wellbeing satisfaction score in GPTW	n/a	73%	77%	85%	87%	85%	↘
Measure employee satisfaction levels among our flexible talent by 2024 ¹	People Experience & Management Teams	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	New metric					Delayed to 2025	→
Increase the number of Mental Health Champions to 80 per year across the Cpl Group	People Experience & Management Teams	# Mental health and See Change champions trained per year	New in 2021		31	38	95	116	↗

Notes:

¹Cpl has over 13,500 people working across our flexible talent division. We have faced some challenges with this in 2024 and have therefore pushed this out to 2025 where we will conduct a wellbeing survey.

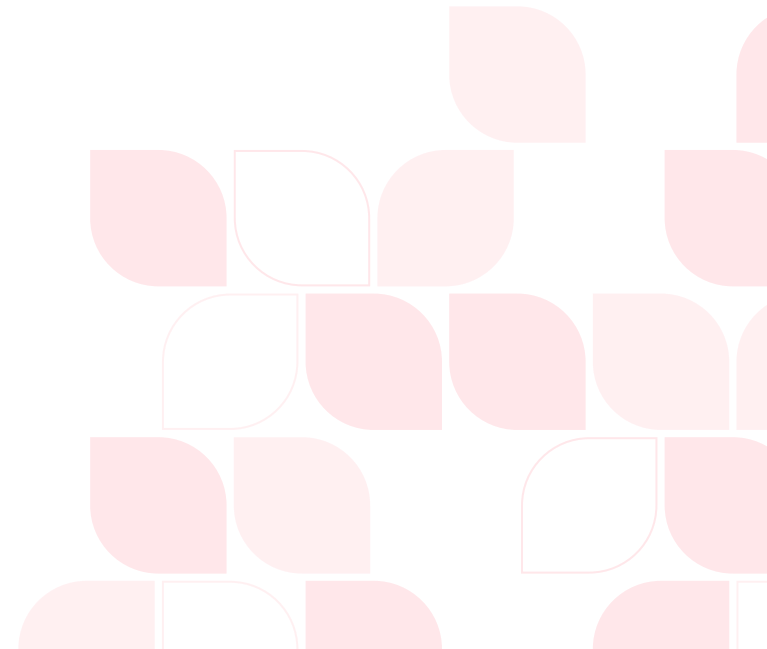
Strategic Objective 3



4 QUALITY EDUCATION



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



Our Commitment

Cpl is dedicated to providing first class Learning and Development opportunities to empower our people with the skills and knowledge needed to be successful in their roles.

By providing a comprehensive suite of offerings we aim to support our employees' professional and personal development and offer a service that is unrivalled in the marketplace.

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

Talent Performance

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

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

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

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

In addition to the above, Cpl provides first class Learning and Development (L&D) opportunities to empower our people with the skills and knowledge needed to be successful in their roles. By providing a comprehensive suite of L&D offerings we aim to support our employees' professional and personal development and offer a service that is unrivalled in the marketplace. In 2024 we held 240 unique training sessions, workshops and webinars and as most of our offerings are delivered remotely, our people can attend regardless of geographical location.

Achievements to Date



Launch of Cpl Fusion Leadership Development Programme



Launched Mandatory Climate 101 training



Hosted 4 Sustainable Life School Training sessions



Developed Disclosure and Support training



Had a 20% increase in Further Education support



Re-issued our Talent Performance Survey

Training Needs Analysis

Learning and Development is a key priority across our business, our GPTW survey results clearly show that our people value learning, with 82% of our people stating that they are developing professionally at Cpl and 83% stating that they are offered training and development to further themselves professionally.

Learning comes in many ways and our Talent Performance team work to support our business areas in meeting the needs that ultimately support the growth ambitions of Cpl. In December 2024, we re-issued our learning and development needs survey to give us a deeper understanding of needs and preferences on our training programmes. Our people's feedback, from this survey has helped us to develop a suite of programmes to continue supporting our people.

An overview of our L&D offerings:



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

- Mandatory Diversity, Equality and Inclusion Training
- Mandatory Dignity at Work Training
- Mental Health Champion and See Change training
- Inclusive Leadership Training (run quarterly with Investors in Diversity)

Learning Journey

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

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

Our people at team lead level and above are empowered through our Coaching the Future Programme which aim

to foster a coaching culture within Cpl. The programme consists of four 90-minute workshops focusing on using coaching to problem solve, motivate when delegating and to build relationships. These workshops are highly interactive, and attendees are encouraged to practice the various models and learnings in small groups.

Our Leading the Future Programme is a programme for those with direct reports who have been recently promoted to a people management role or are likely to be in the near future. The key objective is to empower our people with the skills, knowledge and behaviours needed to lead and manage a successful team. The programme is facilitated virtually over three half days and covers the following topics: managing a team, time management, prioritising and delegation and communicating with impact.

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

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

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

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

Cpl Fusion – Best in Class Leadership Performance Programme

At Cpl we recognise that effective and transformational leadership can assist us as a business to take advantage of growth opportunities across our chosen sectors and geographies as well as deliver high quality services to our stakeholders, our clients, candidates and our people.

We work in a uniquely complex environment; we have a range of stakeholders with competing priorities and our workforce operates across 11 countries. We recognise that effective leadership in such an environment can be challenging.

We have a strategic objective to deliver a pipeline of diverse talent who have a high potential for succession in key leadership and technical roles across the Cpl Group.

We also recognise that leadership development and succession planning are instrumental in nurturing our future leaders and ensuring organisational success. By prioritising these initiatives, Cpl can build a strong leadership pipeline, drive innovation, and maintain stability during leadership transitions.

Our ambition was to design and develop a suite of leadership programmes that can support us in

developing leadership qualities, attitudes and skills of individuals.

Our ambition was to design and develop a suite of leadership programmes that can support us in developing leadership qualities, attitudes and skills of individuals.

How did we organise people into our Fusion programme?

Level 1: Alpha

Supervises and plans the work of other people within their area or may be without line management responsibility but leads a particular piece of work or project. This person may be new to the leader role or may have little or no formal management training.

Level 2: Beta

This person has more leadership responsibility, for a team or a particular area of work, or perhaps a specialism that is strategically important. They have formal leadership responsibility for a team covering a significant area of work that has strategic group impact.

Level 3: Delta

This person has responsibility for setting the vision and strategic direction of their business area. Is seen as an experienced leader within their business area and has the potential to reach further.

We partnered with UCD Professional Academy to support us in the development and delivery of 3 programmes that will support our leaders of the future. Each programme runs over 6 months, with a mix of on and off-site locations, across classroom-based learning, project work, case studies and personal development plans.

Hear from a sample of our people about their experience on the programme:

"Attending the Cpl Fusion programme has significantly broadened my perspective, equipping me with a wealth of new skills essential for my leadership journey. The course has fuelled my ambition, providing the tools and confidence needed to elevate my leadership capabilities to new heights."

Margaret Waller, Senior Proposals Writer, Alpha Programme

"Being part of the Cpl Fusion programme has been a positive experience so far. It has enhanced my leadership skills and broadened my perspective on effective management. The insights and tools I've gained have already made a significant impact on how I lead and collaborate with my team. The programme's cooperative, hands-on approach, guided by the expertise of Sile as a coach and mentor, has been especially valuable."

Matthew Moan, Manager Cpl Accountancy, Beta Programme

"Fusion has given me a deeper understanding of our GEX and a broader view of the entire Cpl group. Sile is challenging us to think and act differently. Exposure to my peers with whom I normally wouldn't collaborate has been invaluable. Because it's written by UCD in conjunction with Cpl, the content is directly relevant to my role and transferable to my business. I would encourage anyone to participate in this, or a similar programme if given the opportunity."

Lisa Broderick, Recruitment Director Cpl Cork and Dublin, Delta Programme

Partnerships

Working with Belong To an LGBTQ+ national services and advocacy organisation, we launched our Allyship Workshop. This accessible workshop is a universal introduction to all things LGBTQ+. It helps managers understand how to be better allies by understanding LGBTQ+ terminology, gender identity and expression, sexual orientation, and biological sex, respecting identities and pronouns, and how to support someone coming out at work.

We also partnered with Investors in Diversity and Michael Lassman, founder of Equality Edge to deliver Inclusive Leadership Training. Inclusive Leadership is a half day training session which is delivered virtually focusing on creating an understanding of diversity and inclusion whilst providing the foundational knowledge and awareness to begin building 'diversity literacy' for personal and professional growth.

Through this partnership we hosted our Active Bystander training, the session explored the reasons why people do not act in situations and how we may become active bystanders at work. Managers learned to identify the concept of being an active bystander and to consider their next steps as one.

Further Education

Cpl is committed to supporting the career and development aspirations of our employees so that they learn, develop and progress to their full potential.

We want all our people to build on the great skills and experience they have brought to Cpl, so we offer further education supports to enhance personal development,

add value to their role and to the service delivered to clients.

Supports include sponsorship of approved courses up to the value of €3,000, exam and study leave. In 2024, Cpl supported 24 employees in achieving a range of certificate, diploma, and degree programmes, a 20% increase on 2023.

Apprenticeship Degree in Recruitment Practice

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

We are heavily involved in this programme having representation on the steering committee and our Talent Performance Manager, Angela Redmond, is currently facilitating a module on candidate strategy.

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

Cultural Awareness Training

In April 2024, Cpl hosted Cultural Awareness training which was facilitated by Employers for Change. 95 people attended this training which was arranged on

the back of discussions in our DE&I committee and during Cultural Awareness Week. Topics included:

- Raise awareness of the importance of cultural and ethnic diversity in the workplace
- Increase participants' knowledge and understanding of different cultures, customs, and behaviours
- Explore the barriers faced by migrants, refugees, and asylum seekers in Ireland
- Promote a more inclusive workplace culture that values and respects diversity
- Provide participants with practical tools and strategies for navigating cultural differences in the workplace
- Increase the recruitment and retention of employees from different cultures and ethnicities

Training and Awareness on Sustainability Issues

As part of our 2024 Earth Day Awareness campaign, Cpl's sustainability consultant teamed up with our talent performance team to launch Sustainability 101 training on our education platform, Knowledge 360. This training is mandatory in Cpl and gives our people t

The climate literacy required to understand climate change and its impact.

Understanding climate change starts with understanding a little about the science behind it. Sustainability 101 looks at the greenhouse gases and some of the other mechanisms behind climate change. To date it's received a 43% completion rate and a 5-star rating.

Alongside our mandatory Sustainability 101 training, we partnered with the Sustainable Life School who brought us four interactive sessions covering plastic waste, sustainable fashion, sustainable energy and digital pollution and climate friendly kitchens.

The sessions had a really positive impact, where 87.5% of attendees felt more motivated and informed to take action. 191 sustainable actions were recorded after the 4 sessions including refusing items they don't really need, switching to a more sustainable product, and switching to LED light bulbs.

"It was great to be able to come together and discuss other ways to act on being more sustainable, particularly across the 4 themes. Each session gave me more tips on how to be more sustainable and were a great kickstarter for those beginning the journey."

Anonymous survey respondent, Cpl

The survey was voluntary and received a 20% response rate. Through the learnings we have taken from this initial assessment, we have committed to collaborating with and educating our supply chain on DE&I and Sustainability topics.

The next stage of this project is to launch our Supplier Summit in 2025 for our top tier 1 suppliers. The objective of this summit is to share Cpl's expectations across all environmental and social criteria detailed in our Supplier Code of Conduct, set our goals for the future, and provide support to our supply chain across these areas. The four main topics that will be covered are Cpl's Supplier Code of Conduct, Climate Action at Cpl, Social Considerations, and Diversity, Equity and Inclusion.

DE&I and Sustainability Awareness 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 and Sustainability Assessment Survey for suppliers. This assessment went live in 2023 and outlines the actions we have set against our Diversity, Equity and Inclusion (DE&I) goals. Within this assessment we request information on our suppliers DE&I and sustainability strategies to ensure they are implementing inclusive work practices. The DE&I and Sustainability Assessment is graded as part of our procurement process counting for 10% of the overall decision.



Future Commitments and Results

Increase uptake in further education opportunities among our Internal Employees

Our Further Education support programmes supported 24 people access further education opportunities in 2024, a 20% increase from 2023.

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

In 2024, all laptops were refurbished and redistributed within the Cpl Group, therefore there were no laptop donations made. There is IT equipment lined up for donation in 2025, this will be reported in next year's report.

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

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

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

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

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

In 2024 we provided our people with 286 courses totalling 215 hours, a 15% increase in training hours from 2023.

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 have developed a suite of environmental awareness training for our employees.



Targets and Metrics

SDG 4: Quality Education

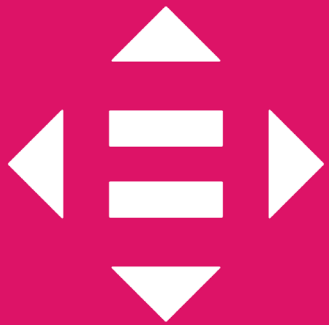
Provide first class Learning and Development opportunities to empower our people and our communities with the skills and knowledge needed to be successful in their roles

Priority Target	Responsibility	KPI	2019	2020	2021	2022	2023	2024	Progress
Increase uptake in further education opportunities among our Internal Employees	People Experience & Management Teams	# people in further education applications	19	16	11	18	20	24	↗
Increase total training hours across all training platforms among our Internal Employees	People Experience	# courses available # hours training available	New metric			182 courses 169 hours	219 courses 186.6 hours	286 courses 215 hours	↗
Develop a range of training programmes for our Internal Employees on Environmental Awareness Including awareness and appreciation of our biodiversity and ecosystems.	People Experience	GreenWorks & L&D Team to work together to develop 4 training sessions on Environmental Awareness during 2023 (1 per quarter)	New metric for 2022				1 session delivered 5 in pipeline	6 sessions delivered	↗
Maintain/Increase the number of donations of laptops into schools and charities	Group IT	# Laptop donations year on year	0	0	18	70	29	5	↘
Develop and distribute a survey to our supply chain on sustainability and DE&I topics by Q4 2022	Cpl Group	% material suppliers who received DE&I & Sustainability Survey	New metric				100% material suppliers	100% new material suppliers	→
Collaborate with and educate our supply chain on topics such as sustainability & DE&I by 2025	Cpl Group	Develop a suite of educational supports for our supply chain taking survey feedback into account	New metric				Work in Progress	Work in Progress	→
Implement procurement procedures that support and promote supplier diversity by 2024	Cpl Group	% Of tenders completed which include DE&I sustainability criteria	New metric				Work in Progress	Tender docs update	→

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

DE&I Strategy

In 2024, Cpl continued to work on the goals set out in our DE&I Strategy. This strategy provides a shared direction and commitment for Cpl, so we can work together to respect and value our diverse workforce and build a more inclusive workplace. In 2024, we included a fifth focus area (Data Insights) to our strategy which demonstrates Cpl's commitment to capture and utilise DE&I data for decision making and prioritisation of actions. Our goals for reduced inequalities link directly with this strategy and are included on page 36.

Our People

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

Our recent survey was conducted in 2024 and had 495 responses where Cpl's commitment to diversity can be seen:

- Cpl has 36 nationalities working across the business with 39 languages spoken
- 6% of our employees* are members of the LGBTQ+ community
- 17.5% of employees* have disclosed they have a disability or neurodiversity
- 21% of employees* provide regular unpaid personal help to a family member or friend

**Cpl 2024 Sense of Us Survey internal employee respondents.*

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

Achievements to date



Commenced DEI Data collection in our Recruitment Process



Sponsored Company of the Year at NDIA Awards 2024



Flexsource won Best DEI Strategy for a second time Fingal Chamber Awards



Launched suite of policies relating to Fertility, Family Planning & Pregnancy & Neo Natal Loss



Cpl Poland has been recognised as one of the 8 most advanced employers in Poland for DE&I



Conducted our 3rd Cpl Sense of Us Survey

Gender Equality

We believe in the transformative power of meaningful relationships and actively promote inclusive leadership and equality at work.

Cpl published our third Gender Pay Gap Report in December 2024 which discussed the difference in the average hourly wage of men and women across our total Irish workforce as required by the Gender Pay Gap Information Act 2021.

The gender pay gap for the Cpl Group is in favour of women, at -5% (mean). Computer Placement Ltd. (our

direct employees who do not work on client sites) employed 678 direct permanent employees as at the snapshot date of 28th June 2024. The gender pay gap for our direct employees is in favour of men at +15.9% (excluding commission and performance bonus), please see our website for the full report.

At Cpl, gender representation is:

- 50% of the board of directors are female including a female CEO and CFO.
- Our group executive is made up of 50% male and 50% female employees.
- Our leadership team has a high female representation of 53% and our total employee population has a further representation of 68%.
- Collectively the break down across the Cpl group was 58% female, 42% male as of our snapshot date 28 June 2024.

Be Proud at Cpl

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 94% - 99% of people in Cpl feel that they are treated fairly, regardless of their age, gender, race, or sexual orientation, and 89% of people feel they can be themselves in work.

We recognise the importance of including our people in the design and implementation of the policies, practices, and initiatives to make them truly meaningful to them. Our DE&I committee alongside our other employee network groups, such as LGBTQI+, and Neurodiversity committees, continue to meet monthly to share ideas, suggestions, or questions they have on Diversity, Equity, and Inclusion.

Diversity IN Check

Diversity IN Check is a tool enabling the diagnosis of the level of maturity of employers in the field of diversity management and building inclusive organisations. The study is based on international standards and guidelines, such as the UN Sustainable Development Goals, GRI Standards, the ISO 26000 standard, and the ISO 30415 standard. The questions in the Diversity IN Check questionnaire are divided into 5 thematic areas: management principles, programs and activities, building commitment, results indicators, products and services.

Cpl Poland has been recognised as one of the 8 most advanced employers in Poland who achieved above 80% score in the 4th edition of an independent survey Diversity IN Check organised by the Responsible Business Forum and Diversity Charter, which Cpl is a signatory and member company. We are very proud to be recognised amongst 54 great organisations for this award.

DE&I Training at Cpl

At Cpl, we are committed to eliminating discriminatory practices and implementing appropriate policies and

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

Cpl has a very comprehensive list of training available to our employees, across all our countries, that educates people about DE&I including:

- Inclusive Leadership
- Inclusive Language
- Neurodiversity Training
- Diversity & Inclusion Training
- Mental Health Champion Training
- Disability & Accessibility Training for Recruiters
- Facilitating Employee Wellbeing for Managers
- Mental Health Ambassador Training
- Men's General Health
- Beyond Pride, Year-Round Action Allyship Training
- Working Across Cultures
- How to Avoid Bias in Recruiting & Retention
- How to Be an Ally for Diversity and Inclusion
- Menopause Champion Training
- See Change Mental Health and Stigma Workshop
- Active Bystander Training

Disability Inclusion & Accessibility Training

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

This session was facilitated by Employers for Change and included a broad range of useful topics.

Cultural Celebration Week

Due to its success last year, Cpl's DE&I committee hosted its second Cultural Celebration Week in September 24. The objective of the week is to educate and celebrate all things to do with all cultures and all aspects of culture from food, travel, and the arts.

Throughout the week, there were lots of ways to get involved whether our people were in the office or working remotely. Our people were encouraged to post on Workvivo about either their own culture or a culture they experienced by sharing pictures of travel, food, attire and clothing. Teams were also encouraged to bring in and share food in our offices.

In addition to this we hosted a Cultural Celebration Quiz. There were a wide range of prizes including hampers, annual leave days and much more.

Cpl Pride Month

As part of our year-round celebration of our LGBTQ+ colleagues we held several events across the group. We recognised Non-Binary Awareness Day, Bi Visibility, Trans Day of Visibility, ACE Awareness Day and International Day Against Homophobia, Transphobia and Biphobia to name a few.

During Cpl's Pride month we held our annual Pride event, we had music, dancing, special guests and Drag Bingo. Throughout the rest of the month, we shared pride activities from all our locations, LGBTQ+ movies, TV shows and book recommendations and our Pride playlist, now available on Spotify.

We wrapped our Pride Month with our Big Gay Quiz.

For Coming Out Day we supported our people who could be on either side of that conversation, joined forces with Belong To, an LGBTQ+ youth organisation that has grown from a youth project into a unique national services and advocacy organisation with and for LGBTQ+ children and young people and held our Allyship Workshop. We shared details of the Belong To Stand Up Awareness Week which focuses on educators, youth reach centres, and youth work services to take a stand against homophobic, biphobic and transphobic bullying. We also highlighted the importance of the need for continued support for the LGBTQ+ community during some very difficult times through the year.

DE&I Data Collection

Cpl commenced Diversity, Equity, and Inclusion data collection from External Candidates applying to Internal roles in Cpl in October 2024. This means any external candidates who apply to our internal roles (across the Cpl Group) in the Republic of Ireland are asked to voluntarily respond to a DEI Data survey relating to ethnicity, disability, sexuality, gender & age.

Collecting this DE&I data helps us to enhance the diversity of the candidates we are attracting to Cpl. It also helps us to identify areas for improvement in cases where we may have underrepresentation from minority groups, and informs us of any training gaps regarding internal hiring. All responses are confidential, and are held separately from the candidate's application. The DE&I data collected is used for monitoring purposes and is reported at an aggregated level only.

DE&I in our Recruitment Practices

Attracting, developing, and retaining the best, and most

diverse workforce matters at Cpl. Diverse talent is also essential in creating effective solutions and processes for our organisation and 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, e.g. Open Doors and LGBTQ+ job boards and encourage our charity partners to share roles in marginalised communities. Our job description templates include our core competencies and a positive action statement that we are an equal opportunities employer. Starting with our job advertisements, we have included a DE&I statement. All our job descriptions include our statement relating to DE&I and in our company information we indicate that we have the Gold award from Investors in Diversity. In addition to this we have created our own inclusive tips sheet for hiring managers to have to hand for when they are writing their job descriptions.

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

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

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

We have created templates for hiring managers to use when recruiting which creates consistency when grading candidates.

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

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, committees, CEOs, and HR directors we take the appropriate steps to ensure focus, action, and success throughout the recruitment process.

Future Commitments and Results

Report and deliver on Cpl's Gender Pay Gap commitments in Ireland. *

As required by the Gender Pay Gap Information Act 2021, Cpl reported on our Gender Pay Gap in December 2022, 2023, and 2024.

**Updated to include delivery on our commitments in our GPG Report*

Maintain the gold award in Investors in Diversity.

We were delighted to be awarded with the gold award for our efforts in the DE&I space in December 2022 and were thrilled to have retained this accreditation in 2024.

Create a culture and workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential. To achieve these targets, we will:

- Roll out 3-part training module and train hiring managers
- Continue to advertise roles on websites/social media that will attract identified groups
- Commence gathering data of applicants in relation to 9 grounds (in progress at present)
- Monitor onboarding data demographics of new hires and share this with the leadership team

Maintain the minimum percentage of disabled and neurodiverse representation in workforce.

*We will do this through our biennial Sense of Us Survey. Currently 17.5%** of our employees have disclosed having a disability or neurodiversity. This exceeds the 3% employment target for persons with disabilities that is specified by the Disability Act 2005 and is up 2.5% since our initial survey in 2022.*

***Data from Cpl Sense of us Survey, which was conducted in 2024, and received a 49% completion rate*

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

We commit to collecting DE&I data related to the percentage of racial representation across our workforce by 2025 to establish the baseline for racial representation in the workforce. We aim to align our company's 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.

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

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

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.

Targets and Metrics

SDG 10: Reduced Inequalities

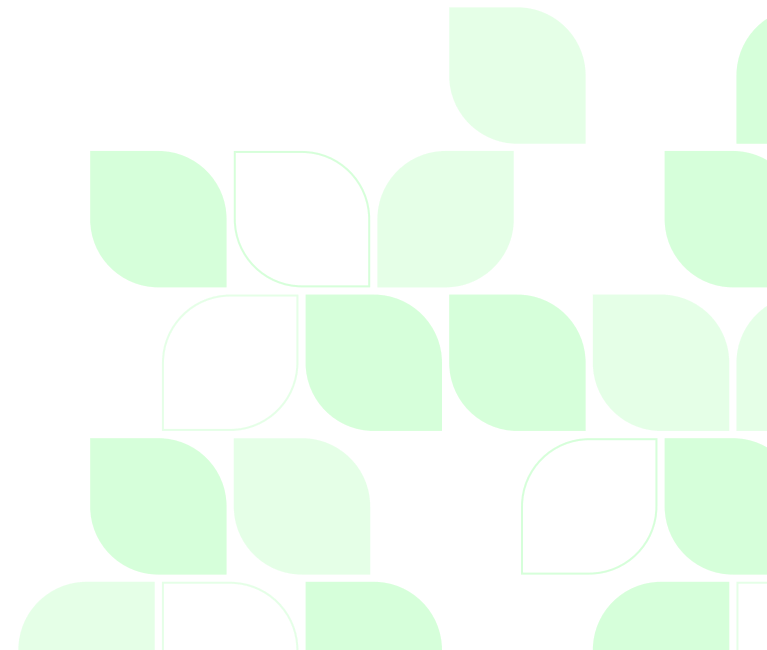
We are committed to reducing inequalities by eliminating discriminatory practices and implementing appropriate legislation, policies and practices that improve the way we interact with each other, with our clients, candidates, and our communities

Priority Target	Responsibility	KPI	2019	2020	2021	2022	2023	2024	Progress
Report and Deliver on Cpl's Gender Pay Gap in Ireland	People Experience	% GPG: Cpl Group	New metric			-10%	-8%	-5%	↗
		% GPG: Computer Placement Limited	New metric			11%	10%	15.9%	
Maintain the Gold award in Investors in Diversity.	People Experience & DE&I Committee	Achieved Yes/No	n/a		Bronze	Silver	Gold	Gold	→
Maintain/increase minimum percentage of disabled and neurodiverse representation in workforce	People Experience	% disabled and neurodiverse representation in workforce	New metric for 2022 15%			15%	15%	17.5%	↗
Collect DE&I data related to percentage of racial representation in workforce by 2025	People Experience	% racial representation in workforce	New metric				work in progress	work in progress	→
Create a Culture & Workplace in which everyone at Cpl is valued and has an opportunity to reach their full potential	People Experience	Conduct at least 1 DE&I event/campaign per quarter	New metric				100% Achieved	100% Achieved	→
Establish programmes and processes that systematically attract, develop, and retain diverse talent to meet the business needs of Cpl	People Experience	Train managers on importance of diverse interview panels # directors trained	New metric				Training to be launched in 2024	Training pushed to 2025	→
Build the competency of our leaders, managers and employees to advocate inclusive behaviours & sustainable practices by delivering a comprehensive suite of DE&I training for leaders & managers and continuously review and monitor the trainings offered.	People Experience	# different DEI training sessions provided to above manager level	New metric				5	9	↗

Strategic Objective 5



Take urgent action to combat climate change and its impacts.



Our Commitment

Cpl is passionate about reducing our environmental impact and are actively working towards environmental improvement.

We are committed to achieving Net Zero emissions by 2045 by encouraging greater environmental awareness within our value chain and by being an exemplar for good sustainable business practices, by creating a positive impact on society, the environment, our people, and our economy.

Achievements to date



Reduced emissions by 14.57%



Spent 168 hours VTO litter picking



Began CSRD Readiness project



Planted 381 trees through Trees4Travel Partnership



Retained our B rating in CDP for Climate



Measured emissions data across all Cpl offices and countries

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. Not only does this make sound commercial sense for all, but it also delivers on our duty of care towards future generations. Cpl operates in compliance with all relevant environmental legislation and strives to implement environmental best practices.

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

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

Carbon Footprint

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

Scope 1 - emissions are direct emissions from company owned and controlled resources (e.g. company facilities and vehicles)

Scope 2 - emissions are indirect, owned emissions from the generation of purchased energy (e.g. electricity, cooling, and heating)

Scope 3 - emissions are indirect, not-owned emissions from upstream and downstream activities (categorised into 15 areas e.g. waste and business travel)

In 2024, we put a strong focus on improving the quality of our data collection and are proud to now have a full picture of our carbon footprint across all Cpl locations including scope 1, 2 and 3. In data collected for FY 2023 we are pleased to have seen a 14.57% reduction overall in our emissions however there were also some increases across certain categories due to acquisition.

- Overall reduction in footprint by 14.57%
- Scope 3 accounts for 93% of Cpl's 2023 emissions
- Purchased Goods & Services were the biggest contributor of Scope 3 at 63% (down from 79% in 2022.)
- Business travel is the second largest contributor to emissions at 628.37 tCO₂e
- Employee commute 525.78 tCO₂e is also a significant contributor to the footprint

CSRD Readiness

In 2024 we began preparing for the incoming Corporate Sustainability Reporting Directive (CSRD) with our readiness project. As a Large Undertaking, Cpl meets the criteria for reporting to CSRD in 2026 on data from FY 2025. It is our intention to publish the required Sustainability Statement in our 2026 Sustainability Report.

In preparation for this project, we sought and were approved for the Green Plus grant from the IDA and are working alongside Goodbody Clearstream on the project. The project aims to prepare Cpl for CSRD Reporting through the following Scope of Work:

Double Materiality & CSRD Readiness

Phase 1: Identify and Assess IRO's

- Introduction to CSRD and ESRS to support the management team to develop an understanding of the legislation and following actions
- High-level mapping of our impacts and dependencies using sectoral tools
- Preliminary assessment of impact severity
- Identify risks and opportunities by business model and perform a financial assessment and material financial threshold
- Preliminary materiality assessment
- Creation of a high-level readiness assessment at a disclosure level

Phase 2: Materiality, Stakeholder Engagement & Reporting

- Validate impacts, risks and opportunities
- Engagement plan, materiality survey and interviews
- Finalise material disclosures and data points

Climate Strategy & Target Setting

- Climate Targets awareness and demystifying corporate climate change targets
- Development of internal climate targets, and external climate ambitions in line with international standard based on baseline carbon measurements

Decarbonisation Pathways

- Analysis of decarbonisation initiatives to reach climate targets
- Develop a roadmap on different decarbonisation scenarios based on industry, national and stakeholder decarbonisation

Based on our preliminary materiality assessment, Cpl will be reporting against: ESRS 2 General Disclosures, ESRS E1 Climate Change, ESRS S1 Own Workforce and ESRS G1 Business Conduct.

Industry Insights

Cpl data shows a striking 62% increase in sustainability roles for 2025 (based on year on year averages). In response to this surging demand Cpl has launched a specialised Sustainability Recruitment Team that is focused on connecting organisations with talent in sustainability management, CSRD compliance, and ESG implementation. This team is designed to provide comprehensive support across all levels of sustainability resources, ensuring organisations can meet their compliance and strategic goals effectively.

The team boasts a robust and diverse talent pool, spanning roles such as ESG analysts and heads of sustainability, specializing in energy solutions and sustainability reporting. It also includes professionals such as project engineers and asset development managers, focused on advancing renewable energy initiatives, including biomethane, green hydrogen, and wind and solar energy projects.

Cpl's Sustainability Recruitment Team underscores our commitment to delivering high-quality expertise to

support Ireland's transition to a sustainable and low-carbon future. With the introduction of the Corporate Sustainability Reporting Directive (CSRD) in Ireland, the number of organisations and businesses required to undergo mandatory ESG audits is set to increase nearly fivefold by 2025. This significant expansion will drive a sharp rise in demand for sustainability experts across Ireland.

Companies are increasingly working together to align with sustainability goals and make meaningful progress toward a more environmentally and socially responsible future. Recent research underscores this trend, highlighting a 93% increase in green job postings in Ireland since 2019. Furthermore, in 2021, 13% of LinkedIn members in Ireland were identified as green talent, representing professionals working in green jobs or possessing green skills essential for sustainability-focused roles.

This shift signifies a critical transformation in the workforce and education sectors, aligning with the broader goal of fostering a sustainable future.

CDP

Cpl disclosed to CDP voluntarily in 2024 and are also part of the supply chain programme. As 3rd time disclosers to CDP we were delighted to retain out level B Score for the second year in a row in early 2025.

We welcome and appreciate the CDP's official partnership with the European standard-setter, EFRAG to align the CDP's questionnaire with the European Sustainability Reporting Standards (ESRS) and their ambition to increase alignment on environmental ESRS topics in the coming years.

Ecovadis

Cpl is assessed at both parent level and subsidiary level across several of our entities as part of our client's supplier programme. We received a committed badge in 2024 at parent level and for Cpl Solutions.

Cpl company, eightbit experts were awarded a silver medal in 2024.

United Nations Global Compact

Cpl's parent company, OSI has been a signatory to the United Nations Global Compact since 2021. The UNGC is a non-binding United Nations pact that encourages companies worldwide to adopt sustainable and socially responsible policies, and to report on their implementation.

OSI supports the UNGC'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.

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

Cpl GreenWorks Committee

The GreenWorks Committee was re-launched earlier in 2023 with a recruitment campaign to attract people from across the Cpl Group. We had a 380% growth in membership with many of our 44 offices now being r

represented. This growth has continued into 2024 where people from across the group meet monthly to discuss, plan and develop environmental initiatives to educate, inspire and motivate our Cpl value chain to drive sustainable behaviour. Cpl GreenWorks mission is to embed sustainability across our culture, values, workplaces, behaviours.

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

Cpl Litter Pick Campaign

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

As a group, we have committed to a target of 240 hours litter picking per year. For Earth Day 2024 people from across the group took part in our Earth Day Litter Pick and in September 2024, Cpl supported the Big Beach Clean in association with Clean Coasts by taking part in the Cpl Big Beach Clean on Tuesday 24th September. This latest impact meant that across the Cpl Group we've met 70% of our goal logging a total of 168 hours

VTO and collected 124 bags of litter from around our local communities. In 2025 we aim to push even harder to meet our goal of 240 hours.

Trees4Travel Partnership

In January 2024 Cpl were delighted to partner with Trees4Travel to offset our emissions associated with business land and air travel that cannot be reduced in line with our Sustainable Business Travel Policy*.

**We will always try to reduce emissions in the first instance ahead of offsetting programmes and therefore have only planned this initiative for essential business travel.*

In 2024 we have planted 370 trees in developing areas, and have offset 60,717kg of CO2. This initiative not only helps to rewild our world by growing forests and mangroves that suck up emissions and clean the air, but they also help restore biodiversity and support local communities.

Trees4Travel also double this contribution through investments into United Nations CERs from projects such as solar panels and wind farms essentially doubling the emissions removed from the atmosphere.

On World Environment Day 2024, we also announced our Trees 4 Travel and Cpl Employee Reforestation Programme. Through this programme, our people can calculate and reduce the carbon footprint associated with holidays, city breaks, and all other leisure travel.

Future Commitments and Results

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

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

- By extending our scope 1 and 2 data capture to all 13 countries by 2024.
- Conducting a scope 3 analysis to determine which of the 15 categories are relevant by 2023
- Conducting full scope 3 assessment across all Cpl countries by 2024.

Completed

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.

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. In 2024 we improved our visibility of water usage across our office, this has resulted in an increase to our emissions.

Implement a business travel policy:

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

Reduce carbon emissions by 50% from 2019 baseline by 2028 and to Net Zero from our own operations by 2035 (scope 1 and 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). We have had an increase in scope 1 and 2 emissions due to an increase in accessible data and acquisition.

Reduce waste to landfill by 50% by 2025:

Through increased recycling facilities and waste management training. We have achieved a 55% reduction in waste to landfill since our baseline year.

Measure and reduce our e-waste generation:

We are committed to reducing our e-waste impact by refurbishing and donating where possible. In 2024 we saw a 53% reduction in electronic waste.

Replace 100% fleet with hybrid/ electric vehicles by 2027:

As our vehicles retire, we commit to replacing them with hybrid or electric options. This target has been pushed out until 2027 due to acquisitions in 2023/2024, allowing for current contracts with suppliers to expire.

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

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

Maintain progress against EcoVadis and CDP:

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



Targets and Metrics

SDG 13: Climate Change

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	Responsibility	KPI	2019	2020	2021	2022	2023	Progress
Extend and conduct a full scope 3 screening and extend scope 1, 2 & 3 footprint to all 13 Cpl countries by 2024	Sustainability Team	Extend scope 1 & 2 data capture to all 13 countries by 2024	New metric			77% achieved	100%	↗
	Country Managers	Conduct a scope 3 analysis to determine which of the 15 categories are relevant by 2023	New metric			100% achieved	100%	↗
	GreenWorks Team					77% achieved	100%	↗
	Additional Support as required	Conduct full scope 3 screening across all Cpl countries by 2024	New metric			77% achieved	100%	↗
Reduce carbon emissions by 50% by 2028 from 2019 baseline and to net zero from our own operations by 2035	Sustainability Team GreenWorks Team	Total Carbon emissions (scope 1 & 2)	158 tCO ₂ e	128 tCO ₂ e	121 tCO ₂ e	262 tCO ₂ e	359.87 tCO ₂ e	↗
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	Sustainability Team	Total energy kWh used	463,081.3 kWh	406,140.8 kWh	337,564.1 kWh	486,435.0 kWh	719,931.0 kWh	↗
		% Offices using renewable electricity	0%	0%	0%	24%	29%	↗
		% LED Lighting across all operations	New metric for 2022			40%	49%	↗
		% Lighting sensors across all operations	New metric for 2022			2%	3%	↗
Reduce Waste to landfill by 50% by 2025	Sustainability Team	Waste generated tCO ₂ e	7.44 tCO ₂ e	0.34 tCO ₂ e	0.59 tCO ₂ e	0.64 tCO ₂ e	3.33 tCO ₂ e	↗

Targets and Metrics

SDG 13: Climate Change

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	Responsibility	KPI	2019	2020	2021	2022	2023	Progress
Measure and reduce our e-waste generation	Group IT	volume e-waste not donated	New metric for 2022			1,786 Kgs	874.8kgs	↘
Replace 100% fleet with hybrid/ electric vehicles by 2027	Sustainability Team	% hybrid/electric fleet	New metric for 2022			26.66%	28.2%	↗
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	Sustainability Team	# Landlords engaged % Buildings with biodiversity area	New metric for 2022			100% 4% biodiversity area	100% 6% biodiversity area	→
Measure and reduce our water usage across our offices by 2026 through the development of a water reduction programme	Sustainability Team	tCO2e	2.09	0.99	0.48	0.75	3.3	↗
Maintain progress against Ecovadis and CDP*	Sustainability Team	EcoVadis Rating	Bronze	Bronze	Silver	50%	53%	↗
		CDP rating	n/a			C	B	↗
Implement a business travel policy by Q1 2023 that will align with our business expansion plans.	Group HR	Has this been done? Yes/No	New metric for 2022			100% achieved	100% achieved	→

*At Group level

Appendices

Appendix 1: Governance and Support

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

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

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

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

Sustainability Steering Group

- Chief Executive Officer - Lorna Conn
- Chief Financial Officer - Seána Leech
- Chief Commercial Officer - Donal Murphy
- Chief People Officer - Sharon Vize
- Senior Sustainability Consultant - Kerri Morris

GreenWorks Committee

- Chair - Kerri Morris
- André Freiberg
- Andrea Reinhold
- Anthony Cummins
- Aoife Heffron
- Eanna Greal
- Eve Keenan
- Fionnan Ritchie
- Geetanjali Bhuyan
- Iulia Radu
- Jana Zasterova
- Julia von Leesen
- Leah Gainey
- Marlene Schütz
- Mei Lin Yap
- Moyo Adeniji
- Niamh O'Connor
- Rachel Brannigan
- Sarah Williams
- Stephen Lehane
- Susan Deegan
- Thomas Hogan

Neurodiversity Committee

- Chair - Niamh O'Connor
- Rachel Brannigan
- Theresa Ryder
- Emma Clapison
- Amy Ollewagen
- Anthony Cummins
- Clodagh D'Arcy
- Emma Errity
- Leah Gainey
- Alison Finn
- Sylwia Strzebonski-Gancarczyk

DE&I committee

- Chair - Niamh O'Connor
- Aimee Kelly
- Alison Finn
- Amy Ollewagen
- Anthony Cummins
- Aralia Norris
- Caroline Lyons
- Cathy Kirwan
- Clara Barry
- Clodagh D'Arcy
- David Caldwell
- Eimear Delaney
- Elaine Tully
- Emer Mooney
- Emma Errity
- Eve Keenan
- Geetanjali Bhuyan
- Kellie Plumridge
- Kerri Morris
- Kerry Lyn Steyn
- Krunal Raichura
- Leah Gainey
- Maria Souza
- Mary North
- Meghan Mitchell
- Mei Lin Yap
- Michelle Burke
- Moyo Adeniji
- Munawar Malik
- Rachel Brannigan
- Ross McQuillan
- Ryan Finnegan
- Shannon Dines
- Shannon McMahon
- Sharon Vize
- Sylwia Strzebonski-Gancarczyk

Great Place To Work Champions

- Aglaya Ivanova
- Alex Coveney-Alym
- Anjaly George
- Ashling Stewart
- Beth Browne
- Caitriona Breaw
- Caitriona McKerr
- Cathy Kirwan
- Catriona Grimes
- Conor Lyons
- Darina Osborne
- David Bourke
- Divya Ram
- Donna Kennedy
- Eduard Jarque
- Emer Mooney
- Emma Errity
- Fiona Murphy
- Geetanjali Bhuyan
- Grainne Flynn
- Jakub Hracek
- Jane Marsh
- Jennifer Navan
- Jenny McShane
- Keely Parsons
- Lauren Hogan
- Linda Dunne
- Linda McGrath
- Martina Cassidy
- Meghan Mitchell
- Michelle Costello
- Nicola Coffey
- Patricia McCabe
- Paula De Lazaro
- Paula Fleming
- Rachel Brannigan
- Ryan Finnegan
- Sandra Brennan
- Seoirse Hopkins

- Sharon Vize
- Stephen Tighe
- Sylwia Strzebonski-Gancarczyk
- Talia Bateman
- Vedrana Sekanic
- Violeta Mihaileasa

LGBTQI+ Committee

- Chair - Anthony Cummins
- Amy Corcoran
- Amy Martinez Cookson
- Cathy Kirwan
- Emma Errity
- Jane Hennessy
- Kerri Morris
- Leah Gainey
- Mary North
- Meghan Mitchell
- Rachel Brannigan
- Ryan Finnegan
- Sophie Rumgay
- Susan Jaszemski
- Sylwia Strzebonski-Gancarczyk

Appendix 2: Materiality Matrix

This materiality matrix summarises 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 feedback from the GreenWorks Committee.

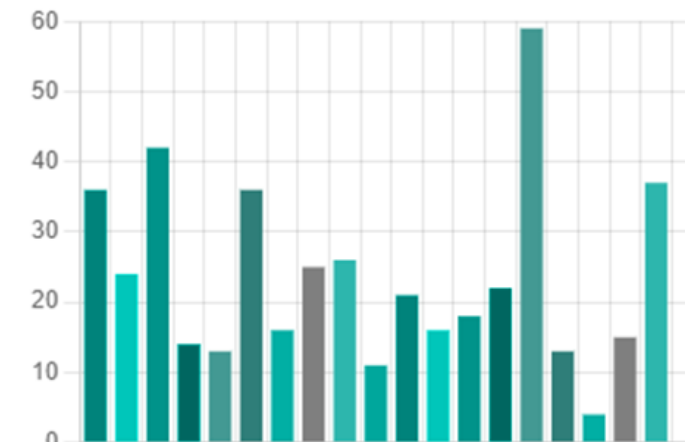
In addition, we shared a feedback form on our engagement platform which asked our employees for the areas they want Cpl to act on and which ones will have the greatest impact on the business. 97 employees answered the survey which also fed into our materiality matrix.

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

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

Appendix 3: Baseline Data

Cpl Resources Ltd.					
	2019	2020	2021	2022	2023
Total Emissions tCO₂e	385	359	273	6039	5159
Internal Employees	856	845	999	1237	1101
Total Scope 1 emissions (tCO₂e)	84.27	65.40	96.60	100.15	169.95
Total Scope 1 emissions/internal headcount (tCO ₂ e)	0.10	0.08	0.10	0.08	0.15
Natural Gas	17.76	15.44	19.88	24.60	25.98
Diesel	53.94	41.85	64.08	57.23	136.77
Petrol	12.57	8.11	12.65	18.33	7.2
Total Scope 2 emissions (tCO₂e)	158.82	124.23	106.23	162.27	189.92
Total Scope 2 emissions/internal headcount (tCO ₂ e)	0.19	0.15	0.11	0.13	0.17
Electricity-Location Rate	148.70	115.10	95.60	154.88	188.72
District Heating	10.13	9.13	10.64	7.39	1.2
Total Scope 3 emissions (tCO₂e)	142.21	169.80	69.85	5776.33	4798.80
Total Scope 3 emissions/internal headcount (tCO ₂ e)	0.17	0.20	0.07	4.67	4.36
Air Travel	42.19	120.99	24.72	150.13	418.84
Business travel	90.50	47.47	44.07	471.01	209.27
Waste generated in operations	7.44	0.34	0.59	0.64	3.33
Water	2.09	0.99	0.48	0.75	3.3
Purchased goods and services	0.00	0.00	0.00	4747.00	3233.48
Capital goods ¹	-	-	-	-	329.52
Fuel- and energy-related activities ¹	-	-	-	-	40.75
Transportation and distribution (upstream)	0.00	0.00	0.00	108.00	34.83
Employee commuting	0.00	0.00	0.00	298.81	525.48

In 2024 we expanded our boundary to all Cpl locations.

¹ In previous years Capital Goods and Fuel and energy related activities were included under Purchased Goods and Services

Appendix 4: Policies

- Adoptive Leave
- Annual Leave Policy
- Annual Leave Purchasing Scheme 2025
- Annual Savings Scheme 2025 (Formerly Christmas Savings Scheme)
- Anti-Bribery and Corruption Policy
- Appropriate use of Information and Information Technology
- Attendance, Sick & Covid-19 self-isolation illness policy
- Balance Time Policy IRL & NI
- Bike to Work Scheme Policy
- Birthday Leave Policy
- Bonus Scheme Policy
- Business Development Reward Incentive Policy
- Carers leave Policy
- Changes to Personal Details Policy
- Charity Giving Scheme
- Children and Young Persons at Work Policy
- Clean Desk Policy
- Code of Conduct
- Commissions Policy
- Communication and Collective Consultation Policy
- Company Cards Policy
- Compassionate Leave Policy
- Conducting Personal Business Policy
- Conflict of Interest Policy
- Courier Booking Policy
- Cpl Business Dress Code Policy
- Cpl Equal Opportunities Recruitment Policy
- Cpl Support Hub - Helpline, Advice, Counselling
- Cpl's Modern Slavery and Human Trafficking Policy
- Data Protection Policy
- Dignity at Work Policy
- Disciplinary Procedure Policy
- Disclosure & Support Discussion Template
- Disclosure & Support Guide
- Display Screen Equipment Policy
- Diversity & Inclusion Policy
- Domestic Violence Leave Policy
- Drugs and Alcohol Policy
- Email Usage Policy
- Environmental Policy
- Expenses Policy
- Fertility & Family Building Policy
- Force Majeure and Leave for Medical Care Purposes Policy
- Fraud Policy
- Friend Referral Policy
- Further Education Policy
- Gender Identity and Expression Policy
- Gift Voucher Policy
- Gifts or Favours from Clients
- Grievance Procedure Policy
- Group Appropriate Use of Information and IT
- Harassment and Sexual Harassment at Work Policy
- Health and Safety Policy
- Human Rights Policy
- Hybrid Working Policy
- Internal Vacancy Policy
- Job Sharing Policy
- Jury Service Policy
- Life Assurance Policy
- Marriage Gratuity Policy
- Maternity Leave Policy
- Mobile Phone Policy
- Open-plan Guidelines Policy
- Parental Leave Policy
- Parents Leave Policy
- Permanent Health Insurance
- Pregnancy & Neo-natal Loss Policy
- Professional Subscriptions
- Quality Assurance Policy
- Recruiter Candidate Referral Policy
- Retirement Policy
- Right To Disconnect Policy
- Secondary Employment
- Security and Confidentiality Agreement
- Smoke Free Workplace Policy
- Social Media Policy
- Speaking Up Policy
- Statutory Holidays and Early Finish Policy
- Statutory Sick Pay Policy
- Surrogacy Leave Policy
- Sustainable Procurement Policy
- Temporary Work Abroad Policy
- Time Recording Policy
- Travel Policy
- Travel Request Form
- Volunteer Time Off Policy



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