Content

Section 1
Global, Local Highlights and Impact

Section 2
Chair’s Report

Section 3
CEO’s Report

Section 4
Our Common Purpose Strategy and Status

Section 5
The Board, The Advisory Group and Ireland Team

Section 6
Directors’ Report and Financial Statements for the Year Ended July 2019
Global and Local Highlights

Global
- In 2019, Common Purpose Globally delivered programmes for 7,323 leaders
- They join over 85,000+ alumni worldwide
- Programmes delivered in 55 cities
- Those who participated came from 96 countries
- % of Participants, who assessed as a result of the programmes, they are now better able to be More Inclusive, Broader Horizons and Collaborative > 94%
- They represented over 1,000 organizations and universities

Ireland
- Delivered 4 programmes for 106 leaders: they join over 2600 leaders who have attended Ireland programmes in the last 20 years
- % of Participants, who assessed as a result of the programmes, they are now better able to be More Inclusive, Broader Horizons and Collaborative > 96%
- They represented the organisations and universities listed below

ACET Ireland
Adare HRM
Allergy Standards Ltd.
Bannerton
Body&Soul Event Creations Ltd
Catapult
Champlain College Dublin
Citizens Information Board
Colette Henry Consulting
Collaboration Ireland
DEBRA Ireland
Department of Business, Enterprise, and Innovation
Department of Communications, Climate Action and Environment
Department of Education & Skills
Department of Justice and Equality
Department of Public Expenditure & Reform
Dublin City Arts Office
Dublin City Council
Dublin Town
Dunlaoghaire Rathdown
County Council
EY
Fidelity Investments
SOLAS
Grangegorman Development Agency
HubSpot Ireland
InsurePlus
International Protection Appeals Tribunal
Irish Defence Forces
Irish Refugee Council
Irish Social Enterprise Network
Lifestyle Awareness
Meath Springboard Family Support Services CLG
National Adult Literacy Agency
National College of Ireland
National Council for Curriculum and Assessment
National Economic & Social Council
National Gallery of Ireland
New Communities Partnership
New Relic
Northside Partnership
Oaklee Housing Association
Oribal
Phase Innovate
PhoenixRize
Plan International Ireland
Pobal
Premier Publishing
Profit with Purpose
Project Arts Centre
Public Appointments Service
Residential Tenancies Board
Respond! Housing Association
RMIT Europe
Salesforce.com
Sarah Bean Consulting
Social Innovation Fund Ireland
St Patrick’s Festival Ireland
Talentforce Recruitment
Technological University for Dublin
The Alzheimer Society of Ireland
The Ethical Silk Company
The Examcraft Group
The Marker Hotel
The Teaching Council
THEATREclub
Trinity College Dublin
Turas Counselling Services
Vodafone Group
Local Impact Stories

Alumnus Tracey Carney, Managing Director at Business & Finance Media Group, describes the impact of the Meridian 2019 programme on her contacts:

“I found the Common Purpose program a fantastic experience on both a personal and professional level. The programme was very well curated and the content and variety of speakers ensured there were continuous learnings throughout. My network of contacts has grown and as promised I feel part of a bigger Common Purpose family. It was a unique experience and I am definitely a more confident and insightful leader. There are very few courses you can do where you get to look inward and reassess the type of leader you are so that you can evolve into the leader you would like to be - I have and will continue to recommend the Common Purpose programme to colleagues.”

Alumnus Gavin Brangan alumnus of Meridian 2019 shares his key learning from the programme - the power of hashtag#networking.

“The course looked at ways we can lead beyond authority in order to make a positive difference in the world. What Dara Connolly and his team achieve is really inspiring. I want to share one challenge that I was confronted with: understanding the role of networks in leadership. I had always viewed networks as power structures. 'It’s not what you know but who you know' adage always struck me either parochial or oligarchical. I had no social media presence and wondered why people gave up their data so easily to those that control networks. However, the most inspirational participants on the programme for me were those using networks to pull back in people cast adrift or marginalised by society. My company accessgreen limited places great emphasis on social contacts between residents in apartment blocks so that it is clearly understood what the values of the community are and what actions are expected around waste reduction and recycling. As a result of the programme, I’ve joined LinkedIn. Not because I think it is a good model for a network necessarily. Rather, I see more clearly the power of networks to help businesses establish trust, to foster change, and to reach out.”

Alumnus Leanne Hamley, Head of Talent Acquisition and Development, Hermes on the Hermes Leadership Programme 2019:

“Hermes is at the forefront of the logistics industry in the UK and Europe; we are a fast-paced business who demand a lot from our leaders. We chose to work with Common Purpose to develop a programme for our top talent group because we wanted an approach that would take people out of their usual environment and broaden their horizons. The programme challenged them to consider their own impact and developed their ability to collaborate with a wide range of people so they could make better decisions and accelerate complex change. As we track the impact of the programme we can really see the operational, cultural and commercial benefits of this investment.”
Local Impact Stories

Alumnus Phillip O’Callaghan, Owner and Managing Director of the Examcraft Group, alumnus of Meridian 2018 shares his key learning from the programme:

“Common Purpose provided an opportunity to connect with those committed to being catalysts for positive change in the city and society, many pioneers and trailblazers in their field. For me, the programme was a most enjoyable and enriching experience and a catalyst for personal and professional growth. Phillip O’Callaghan Owner and Managing Director of the Examcraft Group.”

Alumnus Lisa Raftery, Chief Marketing & Operating Officer at Orbidal, on her experience attending Meridian 2019:

“Common Purpose [Meridian Programme] is like no other training course I have been on. Over the course of three months, I was continually challenged in terms of my perceptions of real leadership, my ability to learn and most importantly, how I bring these learnings into my life. It was an incredible opportunity to meet and engage with leaders and people from parts of society and the business world that I would never normally have the chance to meet with. My network has expanded purposefully, and I continue to be inspired and learn from my Common Purpose alumni. To anyone who is serious about learning more about themselves and the potential of true leadership, I would without question recommend Common Purpose.”

Alumnus Fiona Aherne, Advocacy and Policy Manager at DEBRA Ireland, on her experience attending Streetwise 2019:

“I applied to take part in the Streetwise MBA as I believe it sounded like an ideal leadership course for me to complete at that time. I work in a highly emotive and changeable environment with stakeholders ranging from parents of sick children to Government departments. Early on in the course it became very evident to me that this was like no other leadership training I had done before. I was exposed to an entirely different way of assessing my own core values and in turn my organisations. This fresh approach encouraged openness among the participants, which laid the foundation for a trusting space to discuss challenges. I am now better able to identify the importance of leading across numerous sectors without sacrificing my own core values and beliefs. This has enabled me to empower my team to achieving their own goals using their own style. I would recommend this programme to anyone in a leadership role or those looking to progress into management. From the immersions to the sessions. It was a hugely beneficial and enjoyable experience.”
In the financial year ended 31 July 2019, the programmes held were a great success and our financial out-turn demonstrated that the restructuring in the previous years achieved its objectives.

We developed a new 5-year strategic plan for 2019-2024 based on:
- our Vision “An Ireland where empowered leaders are working across boundaries to build a vibrant and connected society”, and
- our Mission “To provide inspiring and challenging programmes for motivated leaders, from diverse backgrounds, to connect with each other, expand their perspectives, and create real change in their organisations and communities”
- It is a reflection of the efforts made that we are making great progress in the attainment of the Strategic Goals we set (refer to section ‘Our Common Purpose Strategy and status).

This was achieved by the efforts of the staff, supported by our Dublin Advisory Group, Common Purpose Global organisation and the Board.

Also wish to thank those organisations and individuals that have supported us especially those who provided resources and services at no cost.

The Board of Directors met 4 times over the course of financial year to ensure we were meeting our strategic goals and to provide guidance and support to the team for the delivery of the programmes. Unfortunately, we have said goodbye to two long serving directors, John Bowen and Denis Leamy who have been dedicated supporters and promoters of the Common Purpose Vision and Ethos.

As the Chair I am very conscious of having an appropriate Board diversity, which is a challenge. In this context, there have been new additions to the Board, Sarah Bean, Jacquie Marsh and Tavengwa Tavengwa. These appointments and others in the offing will ensure the Board’s diversity supports the delivery of our Vision and Mission.

Up to the outbreak of the COVID 19 pandemic and the introduction of the Irish Government’s ‘COVID 19 Sanctions’, the financial results exceeded expectations such that the Board were able to conclude that for the foreseeable future, the sustainability of the organisation. Additionally, we have been able to deliver the Meridian programme which was in progress at the time of COVID 19 measures introduction by pivoting to a virtual delivery. The feedback from participants has been extremely positive.
As for the future, the Board recognises that in these uniquely challenging times, the demand for effective leadership, in our organizations and in society, has never been greater. We face problems that are complex and interconnected – problems that can only be solved by leaders who see the bigger picture and adapt to an ever-changing context.

In practical terms, the objectives of Common Purpose's programmes for effective leadership allow participants to:
- re-contextualize their leadership within the wider system,
- collaborate with increasingly diverse stakeholders,
- adapt quickly to a changing landscape,
- lead diverse and inclusive teams and workforces through difficult situations, and
- create positive, lasting change in their organization or in society.

Also, it is acknowledged that Common Purpose Global organisation's approach to online and blended learning is unique – their programmes unlock the energy, insight and transformation that only ever comes when leaders from completely different worlds connect on such a deep level.

Recognising Common Purpose uniqueness, building on our core abilities especially online experience and the need for effective leadership in organizations and society, this has resulted in the launching of a new Global programme with local content being a major element. This programme has been designed to be delivered under the current COVID 19 constraints with the flexibility to pivot back to our normal mode of delivery and is for emerging and senior leaders. In the CEO report is more information about this new “Common Purpose Programme” (“The Programme”)

The Board and the team are firmly committed to deliver The Programme and if the environment allows, to deliver our existing suite of programmes if the demand is there.
CEO’s Report

In the financial year we have achieved so much, and I would like to share with you the story of our year.

The year has been success in regards both the delivery of 4 programmes and the income generated. But most gratifying has been the impact of the connections made and the empowering of the leaders that joined us on the programmes. This has led to a further 106 new graduates joining the Common Purpose Graduate network of which in Ireland there are in excess of 2000.

Also, since last year, we have developed a new 5-year strategy up to 2024. To support our Vision and Mission, there are three strategic goals. Details of our strategy and status including the various KPIs set to measure the achievement of 17 Objectives can be found in the section ‘Our Common Purpose Strategy and Status’.

Currently the recent COVID 19 crisis has impacted certain of the objectives and targets set. We were on track until the ‘lockdown’ was introduced. The consequences are that the mode of delivery for Meridian was moved to a virtual platform with great success: It should be noted that participants feedback has been extremely positive, and the assessments are exceeding target.

In response to COVID 19 and related uncertainty, as explained in the Chair’s report, we will be launching in conjunction with Common Purpose Global organisation, the “Common Purpose Programme” (“The Programme”) for emerging and senior leaders. This is based on a blended experiential Global and Local learning concept with participants from all over the World, representing the various sectors and reflective of the diversity of society. The Programme aims to develop in emerging and senior leaders the following:

**Personal Agility**
- Without question, we live in a world that is fast, fluid and ambiguous. If leaders are to be successful today, they need the ability to adapt at speed, and the self-awareness to understand how their leadership does and doesn’t help them in given situations.

**Leading people**
- It’s often said that leadership is about having followers. But let’s face it, leading people is tough – especially when those people are not like us. Inclusive leaders need the empathy to see the world through the eyes of others, and the open mind-set to keep going when things get tough.

**Transforming systems**
- Transforming systems is about changing the world, one day at a time. Whether operating across the organization or in wider society, leaders who can make change happen are able to do so because they have a strong sense of purpose and are able to influence the world around them.

Throughout The Programme, as does our existing programmes, participants will explore how leadership works in different sectors, systems and cultural contexts. Unlike other blended courses where users learn on their own, we’ve created a highly interactive, facilitated experience, which allows participants to dig deeper, so they can gain powerful, practical insights from inspirational contributors and each other.

We have also developed a series of innovative online learning tools, which not only enable leaders frame their experience around personal leadership challenges, but also help translate learning back into their role.

Finally, I would like to thank our Advisory Group and Board of Directors for their support.
Our Strategy and Status

Common Purpose is a global organisation, connecting leaders locally and across the globe. We believe that society benefits from people of all ages, backgrounds and cultures working together to help guide and shape the future of their organisations and communities.

Our programmes give people the knowledge, inspiration and connections they need to be effective leaders. We aim to develop leaders who can lead beyond their direct authority and embrace a broader perspective.

The world over, people face complex problems that cross boundaries; those who really want to solve them must stand up and cross boundaries too. Leaders who do this, make organisations and nations work better; engaged leaders are better able to deal with both their own challenges and those of society.

**Vision**
We envision an Ireland where empowered leaders are working across boundaries to build a vibrant and connected society

**Mission**
Our mission is to provide inspiring and challenging programmes for motivated leaders, from diverse backgrounds, to connect with each other, expand their perspectives, and create real change in their organisations and communities.

**Strategic Goals to 2024**

**Accessible and independent leadership development**
Our alumni hail from all sectors and a diverse range of industries and backgrounds. We aim to ensure our sustainability to remain independent while removing fees as barrier to participation.

**High quality programmes that support leaders in creating change**
Our dynamic programmes provide meaningful context, experiential learning and the insight to innovate, reflect and solve complex problems.

**A more connected and impactful society**
To create broad scale change we must extend our reach to more leaders, from more diverse backgrounds, in more spaces so that meaningful connections can be made.

To achieve these goals, 17 objectives were established with set targets. Following are details of the targets and outcomes in the financial year ended 31 July 2019.
Our Strategy and Status

As can be seen we met many of the targets, which is a reflection of the efforts of the team to achieve the strategy.

The only real outliers are the financial KPIs 5 & 6.

In respect of KPI 5: Growth in Reserves, the costs were greater than budget primarily due to extra resources taken on for business development, which was not initially anticipated. But by March 2020 that figure was reached, testimony to a very successful campaign for the spring Meridian programme thus allowing for the sustainability of Common Purpose during the COVID 19 crisis.

As for KPI 6: % of 6-month operational costs in Capital & Reserves, the target is to be at 100% by 2024. The Board has not changed its long-term objective to rebuild the level of Capital & Reserves equivalent to 6 months future operating costs and administration expenses, which considering COVID 19 crisis, may now take longer than anticipated.

<table>
<thead>
<tr>
<th>Objectives KPIs</th>
<th>Target</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Participants Programme Assessment %</td>
<td>90%</td>
<td>96%</td>
</tr>
<tr>
<td>2 Programme Diversity %</td>
<td>Non-Irish 17%</td>
<td>Female 10%</td>
</tr>
<tr>
<td>3 Graduate Impact Stories Published</td>
<td>5</td>
<td>4</td>
</tr>
<tr>
<td>4 Budget v Actual</td>
<td>€224,000</td>
<td>€281,333</td>
</tr>
<tr>
<td>5 Growth in Reserves v Budget</td>
<td>€50,000</td>
<td>€34,929</td>
</tr>
<tr>
<td>6 % of 6 month operational costs in Capital &amp; Reserves</td>
<td>100%</td>
<td>11%</td>
</tr>
<tr>
<td>7 # of new connections on programmes</td>
<td>200</td>
<td>102</td>
</tr>
<tr>
<td>8 # of new organisations on programmes</td>
<td>20</td>
<td>63</td>
</tr>
<tr>
<td>9 % of 'repeat' organisations on programmes</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>10 # inbound enquires for programmes</td>
<td>5%</td>
<td>4%</td>
</tr>
<tr>
<td>11 Graduates on Social Media</td>
<td>50%</td>
<td>30%</td>
</tr>
<tr>
<td>12 Senior level graduates contributing to programmes (from 167 new Senior Leader Graduates over last 3 years)</td>
<td>10%</td>
<td>20%</td>
</tr>
<tr>
<td>13 # of programmes - Grad/External Events</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>14 Training cost % of Income</td>
<td>3%</td>
<td>0.2%</td>
</tr>
<tr>
<td>15 % discount on normal fees for 'bursaries'</td>
<td>25%</td>
<td>40%</td>
</tr>
<tr>
<td>16 Governance Diversity</td>
<td>Non-Irish 17%</td>
<td>Female 20%</td>
</tr>
</tbody>
</table>

17 Governance Diversity | Non-Irish 17% | Female 20% | Public/Private/NFP 50% |
The Board, The Advisory Group and Ireland Team

Our Board of Directors
Our Board is a diverse group of individuals passionate about change and leadership for societal benefit. We aim to have our Board to reflect the demographic of the country in which we work.

The Board as at 11 May 2020 was:

Nicholas Davies (Chair), Business Consultant, Holistic Governance
Carol Conway (Company Secretary), Owner, Freelance Catalyst
Sarah Bean, Management Consultant, Sarah Bean Consulting
Jacquie Marsh, Consultant & Non-Executive Director
Gaby Smyth, Chartered Accountant, Smyth & Co. Limited
Tavengwa Tavengwa, Associate Partner, EY

Board Attendance
Nicholas Davies 4 out of 4
Carol Conway 4 out of 4
Tavengwa Tavengwa 4 out of 4
Gaby Smyth 3 out of 4
Sarah Bean (Appointed Feb 19) 2 out of 2
Jacquie Marsh (Appointed May 19) 1 out of 1
Niall Carey (Resigned Dec 19) 3 out of 3
Denis Leamy (Resigned Dec 19) 1 out of 4
John Bowen (Resigned Feb 19) 1 out of 2

Our Advisory Group
Advisory Groups are a cross-sector group of individuals who help Common Purpose Teams keep up to date with developments in their sector and locality. The Advisory group reflect the rich diversity of the country in which we operate and help to ensure that are programmes are similarly diverse.

The members are:

Tom Foley (Chair) Managing Director TKF Management Ltd
Adaku Ezeudo Founder/Director PhoenixRize
Angela Black CEO Citizens Information Board
Avril Kennan CEO Medical Research Charities Group
Chrissy Hughes Community Manager Restored Hearing
Claire Leonard Managing Director Evolve HR
Dermot Clynes Organisation, Development Manager Department of Public Expenditure & Reform
Emma Connors Head of Arts Development Axis Ballymun Arts Community
Fintan Murphy CEO Damson Cloud
Helen Burke Business Development Manager IDA Ireland
Paula Hodson Director of Development Services Insurance Institute of Ireland
Peter Connolly Founder Lifestyle Awareness
Sarah Miller CEO & WISER Life Project Manager Rediscovery Centre
Síle Larkin Head of Legal, Policy & Research The Policing Authority

Our Ireland Team
The team during the year were:
Dara Connolly, CEO
Kristina Moody, Senior Programme Director
Ashley Lowcock, Operations Director and Company Secretary

Since the year end, Ashley Lowcock resigned Feb 20, and Niamh Conaty has joined as Programme Coordinator
Common Purpose (Ireland)
Company Limited by Guarantee
(a company limited by guarantee not having a share capital)

Directors’ report and financial statements

Year ended 31 July 2019

Registered number: 245649
Directors’ report and financial statements

Contents

Directors and other information 1
Directors’ report 2
Statement of directors’ responsibilities in respect of the directors’ report and the financial statements 6
Independent auditor’s report to the members of Common Purpose (Ireland) 7
Income statement 10
Balance sheet 11
Statement of changes in equity 12
Cash flow statement 13
Notes forming part of the financial statements 14
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors and other information

Directors
Sarah Bean
Carol Conway
Simon Davies (Chair)
Jacquie Marsh
Gaby Smyth
Tavengwa Tavengwa

Secretary
Carol Conway

Registered office
Riverside One
Sir John Rogerson’s Quay
Dublin 2

Business address
31-35 Bow Street
Dublin 7

Auditor
KPMG
Chartered Accountants
1 Stokes Place
St. Stephen’s Green
Dublin 2

Bankers
Allied Irish Bank
37 Upper O’Connell Street
Dublin 1

Solicitors
McCann FitzGerald
Riverside One
Sir John Rogerson’s Quay
Dublin 2

Company number
245649
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors’ report (continued)

Directors’ report

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 July 2019.

Principal activities and principal risks

The principal activity of the Company is the advancement of education for the public benefit and to educate men and women from a broad range of cultural, institutional, social and economic backgrounds in constitutional, civic, economic and social studies with special emphasis on civil and social awareness and responsibility in Ireland.

Common Purpose offers a range of programmes in accordance with a licence agreement with Common Purpose Trust Limited residing in the UK. These programmes are for leaders of all ages, backgrounds and sectors. Through the programmes, participants gain a wider perspective which improves their vision. As their vision improves, their decision-making gets better. They forge networks that can have a major impact on their organisation and the community (networks which no other experience can provide). This can have far-reaching consequences and can unlock leadership potential in a genuinely different way.

Common Purpose aims to increase the number of informed people actively involved in shaping the future of their city and society.

The Company’s business model is to deliver leadership development programmes, exploring diversity and innovation which result in significant positive impacts on many levels to individuals, organisations and society. The Company recruits individuals from the Private, Public and Not for Profit sectors to participate in its open programmes but also develops customised programmes for various organisations. For these programmes we levy fees that cover the direct and indirect costs and a contribution to maintain an appropriate level of reserves.

The principal risks facing the Company are set out below, together with policies adopted for managing these risks.

Liquidity risk
The Company finances its operations through programme fee receipts and sponsorship/bursary contributions and is required to manage its cash flow to ensure that it can discharge its liabilities on a timely basis. Cash flow forecasts are reviewed by management on a regular basis to ensure that the working capital of the Company is effectively managed.

Possible reduction of programme participants
The Company’s operating income is principally derived from programme fees. The directors closely monitor and review programme activity whilst considering new opportunities for further programme development to ensure that participation levels are sustained / increased.

Loss of key employees
The directors are satisfied that there are appropriate human resource policies in place to monitor the job satisfaction of employees in order to ensure the retention of key staff.

Results for the year and current performance

The results of the Company for the year are set out in the Income Statement on page 9 and in the related notes.

The results for the year ended 31 July 2019 demonstrate that the restructuring plan from the previous years achieved its objectives and turnover and cash flow have been significantly improved. This was the
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors’ report (continued)

achieved by the efforts of the staff, supported by international colleagues in the Common Purpose Global organisation. The Company has managed to exceed its budgeted fee income, increase programme numbers and ensure the overall surplus and cash inflows were above the budgeted amount. This constituted a very positive swing towards sustainability after the losses of the previous two years.

The financial results and relevant disclosures reported in the financial statements do not reflect key aspects of the business model and financial performance, which is managed by the Company. These aspects and their financial impact in the financial year ended 31 July 2019 are set out below:

• Every programme requires a diversity and sectorial balance. To achieve this, the Company provides a ‘bursary’ based on an assessment of the ability to pay by the participant or the organisation, who has nominated the participant. This bursary comes in the form of a discounted fee. The value of bursaries granted was circa €194k. This represents a discount of 40% on the potential normal fees for the programmes held in the financial year.

• The Company in some instances was able to secure external financial support for participants and organisations, so that the full fee could be paid. The providers of this support were Skillnet and Katherine Howard Foundation. The value of this support was circa €20k.

• To deliver the activities of the Company, we rely on contractors and internships to provide additional resources. The type of resources provided and the financial impact set out below:
  • Two contractors supplied business development and accounting services and cost the Company a total of circa €29k
  • The Internships of which there were six during the year were the equivalent of two fulltime staff. They provided support to our marketing and sales activities at no cost. It is estimated the benefits accruing to the company was circa €24k
  • The Company operates in premises provided by the Office of Public Works at no cost. It is estimated the benefit accruing to the Company was circa €20k.

• KPMG provides statutory audit services to the Company at no cost.

Also during the year, The Capital Reserve which was initially established to fund working capital requirements was utilised in the year as intended and was transferred to Income & Expenditure account accordingly.

At the Board Meeting on 16 July 2019, the budget for 2020 was approved, which was based on maintaining the level of core programmes, seeking new opportunities to deliver customised programmes whilst increasing the level of the reserves. Up to the outbreak of the COVID 19 pandemic and the introduction of the Government’s ‘COVID 19 Sanctions’, the results were in line with expectations.

However, at the Board meeting on 23 March 2020, the impact of COVID19 was considered to ensure the sustainability of the organisation for the foreseeable future based on an updated 12-month cash flow forecast, which assumed the following:

• Meridian Programme in progress will continue using the appropriate infrastructure
• A number of scheduled future programmes delayed by approximately 6 months
• Working with Common Purpose Global to create customised online and virtual programmes that allow the scheduled future programmes to be held
• Number of cost containment plans instigated including reducing services provided by contracted resources and deferring the awarding of any pay rises
• Access to a newly established overdraft facility

The Board concluded with

• the existing level of cash, and
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors’ report (continued)

• the future cash flows based on the actions taken or being pursued and the key assumption there will be the need for programmes that connect teams in a different way, which explore agility, self-awareness, purpose and resilience in leadership in such challenging times,

there is currently no material uncertainty that impacts on the ability of the Company to continue as a going concern for the foreseeable future.

Subsequent to the Board meeting, the Company has availed of the business and employment support measures introduced by the Government, none of which had been factored into the forecast cash flow presented at the Board Meeting on 23 March 2020. Also, the Meridian programme is still being delivered.

Additionally, the Board has not changed its long term objective to rebuild the level of reserves equivalent to 6 months future operating costs and administration expenses, which considering COVID 19 crisis, may now take longer than anticipated.

Directors and secretary and their interests

The directors who held office at 31 July 2019 had no financial interests in the Company. The Company is limited by guarantee, not having a share capital. There are six directors, the liability of each being not more than €1.27.

In accordance with the Company’s Constitution, none of the directors is required to retire from office at the annual general meeting.

The names of the persons who were directors during the year are set out below except where indicated, they served as directors for the entire year.

John Bowen
Sarah Bean
Niall Carey
Carol Conway
Simon Davies
William Earley
Denis Leamy
Jacquie Marsh
Gaby Smyth
Tavengwa Tavengwa

Niall Carey and Tavengwa Tavengwa were appointed to the Board on 18 December 2018.
Sarah Bean was appointed on 11 February 2019
Jacquie March was appointed on 28 May 2019.
Niall Carey and Denis Leamy retired on 9 December 2019.

Post balance sheet events

Since the year end, management are not aware of any other matter or circumstance not otherwise dealt with above or in the financial statements that may significantly impact on the operations of the Company.

Accounting records

The directors believe that they have complied with the requirements of Sections 281 to 285 of the Companies Act 2014, with regard to maintaining adequate accounting records by employing accounting
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors’ report (continued)

personnel with appropriate expertise and by providing adequate resources to the financial function. The accounting records of the Company are maintained at its head office, 31-35 Bow Street, Dublin 7.

Relevant audit information

The directors believe that they have taken all steps necessary to make themselves aware of any relevant audit information and have established that the Company’s auditors are aware of that information. In so far as they are aware, there is no relevant audit information of which the Company’s auditors are unaware.

Auditor

In accordance with Section 383(2) of the Companies Act 2014, the auditors, KPMG, Chartered Accountants, will continue in office.

On behalf of the board

Simon Davies
Director

Carol Conway
Director

May 2020
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Statement of directors’ responsibilities in respect of the directors’ report and the financial statements

The directors are responsible for preparing the directors’ report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law they have elected to prepare the financial statements in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company and of its profit or loss for that year. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the assets, liabilities, financial position and profit or loss of the Company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities. The directors are also responsible for preparing a directors’ report that complies with the requirements of the Companies Act 2014.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company’s website. Legislation in the Republic of Ireland governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

On behalf of the board

Simon Davies  
Director

Carol Conway  
Director

May 2020
Independent auditor’s report to the members of Common Purpose (Ireland)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Common Purpose (Ireland) (‘the Company’) for the year ended 31 July 2019 set out on pages 9 to 16, which comprise the income statement, the balance sheet, the statement of changes in equity, the cash flow statement and related notes, including the summary of significant accounting policies set out in note 1. The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

In our opinion, the accompanying financial statements:

• give a true and fair view of the assets, liabilities and financial position of the Company as at 31 July 2019 and of its deficit for the year then ended;
• have been properly prepared in accordance with FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland; and
• have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs) and applicable law. Our responsibilities under those standards are further described in the Auditor’s Responsibilities for the Audit of the Financial Statements Section of our report. We are independent of the Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Accounting and Auditing Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

We have nothing to report on going concern

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the directors’ report. The financial statements and our auditor’s report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.
Independent auditor’s report to the members of Common Purpose (Ireland) (continued)

Report on the audit of the financial statements (continued)

Other information (continued)

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information;

- we have not identified material misstatements in the directors’ report;
- in our opinion, the information given in the directors’ report is consistent with the financial statements;
- in our opinion, the directors’ report has been prepared in accordance with the Companies Act 2014.

Opinions on other matters prescribed by the Companies Act 2014

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors’ remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the directors’ responsibilities statement set out on page 5, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.
Independent auditor’s report to the members of Common Purpose (Ireland) (continued)

Responsibilities of directors for the financial statements (continued)

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A fuller description of our responsibilities is provided on IAASA’s website at https://www.iaasa.ie/getmedia/b2389013-1cf6-458b-9b8fa98202dc9c3a/Description_of_auditors_responsiblities_for_audit.pdf

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company’s members, as a body, for our audit work, for this report, or for the opinions we have formed.

Maurice McCann
for and on behalf of KPMG
Chartered Accountants, Statutory Audit Firm
1 Stokes Place
St. Stephen’s Green
Dublin 2

18 May 2020
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Income statement
for the year ended 31 July 2019

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Operating income</td>
<td>3</td>
<td>281,833</td>
</tr>
<tr>
<td>Operating costs</td>
<td></td>
<td>(215,138)</td>
</tr>
<tr>
<td>Operating surplus</td>
<td></td>
<td>66,695</td>
</tr>
<tr>
<td>Administration expenses</td>
<td>4</td>
<td>(30,880)</td>
</tr>
<tr>
<td>Surplus/(deficit) for the year</td>
<td></td>
<td>35,815</td>
</tr>
</tbody>
</table>

The Company had no gains or losses in the financial year or preceding financial year other than those dealt with in the income and expenditure account and accordingly, no statement of other comprehensive income and statement of changes in equity is presented.
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Balance sheet
as at 31 July 2019

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
</tbody>
</table>

**Fixed assets**

| Tangible assets | 6     | 1     | 385   |

**Current assets**

| Debtors | 7    | 6,150 | 21,976 |
| Cash at bank and in hand | 8 | 51,507 | 16,570 |

|      | 57,657 | 38,546 |

**Creditors: amounts falling due within one year**

| 8 | (43,729) | (60,817) |

**Net current assets/(liabilities)**

| 13,928 | (22,271) |

**Net assets/(liabilities)**

| 13,929 | (21,886) |

**Capital and reserves**

| Income and expenditure account | 13,929 | (46,806) |
| Capital reserve | - | 24,920 |

| 13,929 | (21,886) |

On behalf of the board

Simon Davies
Director

Carol Conway
Director
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Statement of changes in equity
for the year ended 31 July 2019

<table>
<thead>
<tr>
<th></th>
<th>Income and expenditure account</th>
<th>Capital reserves</th>
<th>Total reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 August 2017</strong></td>
<td>(40,905)</td>
<td>24,920</td>
<td>(15,985)</td>
</tr>
<tr>
<td>Deficit for the year</td>
<td>(5,901)</td>
<td>-</td>
<td>(5,901)</td>
</tr>
<tr>
<td><strong>Balance at 31 July 2018</strong></td>
<td>(46,806)</td>
<td>24,920</td>
<td>(21,886)</td>
</tr>
<tr>
<td><strong>Balance at 1 August 2018</strong></td>
<td>(46,806)</td>
<td>24,920</td>
<td>(21,886)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>35,815</td>
<td>-</td>
<td>35,815</td>
</tr>
<tr>
<td>Transfer to Income &amp; Expenditure account</td>
<td>24,920</td>
<td>(24,920)</td>
<td>-</td>
</tr>
<tr>
<td><strong>Balance at 31 July 2019</strong></td>
<td>13,929</td>
<td>-</td>
<td>13,929</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)  
(a company limited by guarantee not having a share capital)  

Cash flow statement  
for the year ended 31 July 2019

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus(Deficit) for the year</td>
<td>35,815</td>
<td>(5,901)</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation of tangible assets</td>
<td>384</td>
<td>500</td>
</tr>
<tr>
<td>Increase/(Decrease) in trade related debtors</td>
<td>15,826</td>
<td>(10,447)</td>
</tr>
<tr>
<td>(Decrease)/Increase in trade related creditors</td>
<td>(17,088)</td>
<td>6,117</td>
</tr>
<tr>
<td>Net cash generated/(consumed) by operating activities</td>
<td>34,937</td>
<td>(9,731)</td>
</tr>
</tbody>
</table>

Net increase/(decrease) in cash and cash equivalents  
34,937  (9,731)

Cash and cash equivalents at the beginning of the year  
16,570  26,301

Cash and cash equivalents at the end of the year  
51,507  16,570
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes
forming part of the financial statement

1 Accounting policies

Common Purpose (Ireland) (the “Company”) is a company limited by guarantee and incorporated, registered and domiciled in Ireland. The office address of its registered office is Riverside One, John Rogerson’s Quay, Dublin 2. The registered number of the Company is 245649.

These financial statements were prepared in accordance with Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (“FRS 102”). The presentation currency of these financial statements is Euro.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements. The financial statements are prepared on the historical cost basis.

Going concern

The impact of COVID19 has been considered based on an updated 12-month cash flow forecast, which assumes the following:

- Meridian Programme in progress will continue using the appropriate infrastructure
- A number of scheduled future programmes delayed by approximately 6 months
- Exploring with Common Purpose Global to create customised online and virtual programmes that allow the scheduled future programmes to be held
- Number of cost containment plans instigated including reducing headcount and deferring the awarding of any pay rises
- Access to a newly established overdraft facility
- Access to the Government’s COVID 19 Financial support measures

The Board concluded that

- the existing level of cash, and
- the future cash flows based on the actions taken or being pursued and there will be a demand for programmes that connect teams in a different way that explore agility, self-awareness, purpose and resilience in leadership in such challenging times,

there is a reasonable expectation that the Company can continue to carefully monitor its cash flow to ensure that the Company has sufficient funds to be able to meet its liabilities as they fall due for a period of at least 12 months from the date of the financial statements. On this basis the directors are satisfied that the financial statements should be prepared on a going concern basis.

Basic financial instruments

Trade and other debtors/creditors
Trade and other debtors are recognised initially at transaction price plus attributable transaction costs. Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses in the case of trade debtors.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances and call deposits.
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

**Tangible fixed assets**

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Tangible fixed assets include investment property whose fair value cannot be measured reliably without undue cost or effort.

Where parts of an item of tangible fixed assets have different useful lives, they are accounted for as separate items of tangible fixed assets.

The entity assesses at each reporting date whether tangible fixed assets are impaired. Depreciation is charged to the Income Statement on a straight-line basis over the estimated useful lives of each part of an item of tangible fixed assets. Leased assets are depreciated over the shorter of the lease term and their useful lives. The estimated useful lives are as follows:

- office equipment 5 years
- fixtures and fittings 5 years
- computer equipment 5 years
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes (continued)

1 Accounting policies (continued)

Tangible fixed assets (continued)

Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since the last annual reporting date in the pattern by which the Company expects to consume an asset’s future economic benefits.

Turnover

Turnover is comprised of programme fees received and receivable, sponsorship and bursary receipts and is recognised when the services are provided or when there are no obligations outstanding.

Taxation

The Company has been recognised by the Charities Section of the Revenue Commissioners as a body established for charitable purposes within the meaning of Section 333 Income Tax Act 1967 and accordingly, is exempt from corporation tax.

2 Guarantee company status

The Company is limited by guarantee, not having a share capital. There are seven directors, the liability of each being not more than €1.27.

3 Operating income

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>The Company’s operating income is generated wholly in Ireland as follows:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Programme fees receivable</td>
<td>281,833</td>
<td>230,957</td>
</tr>
<tr>
<td></td>
<td>281,833</td>
<td>230,957</td>
</tr>
</tbody>
</table>

4 Other operating expenses (net)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Administrative expenses</td>
<td>30,880</td>
<td>24,045</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes

5 Employees

The average monthly number of employees during the year, analysed by category, was as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>2019 Number</th>
<th>2018 Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

The aggregate payroll costs of these employees were as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>€145,745</td>
<td>€154,228</td>
</tr>
<tr>
<td>Social welfare costs</td>
<td>€15,879</td>
<td>€16,379</td>
</tr>
</tbody>
</table>

\[161,624 \quad 170,607\]

No directors received remuneration for services to the company during the current or prior year.

6 Tangible fixed assets

<table>
<thead>
<tr>
<th>Cost</th>
<th>Computer equipment €</th>
<th>Fixtures and fittings €</th>
<th>Office equipment €</th>
<th>Total €</th>
</tr>
</thead>
<tbody>
<tr>
<td>At beginning and end of year</td>
<td>24,868</td>
<td>16,531</td>
<td>5,354</td>
<td>46,753</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Depreciation</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>At beginning of year</td>
<td>24,483</td>
<td>16,531</td>
<td>5,354</td>
<td>46,368</td>
</tr>
<tr>
<td>Charge for year</td>
<td>384</td>
<td>-</td>
<td>-</td>
<td>384</td>
</tr>
</tbody>
</table>

| At end of year              | 24,483                  | 16,531                   | 5,354              | 46,752  |

<table>
<thead>
<tr>
<th>Net book value</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 July 2019</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>At 31 July 2018</td>
<td>385</td>
<td>-</td>
<td>-</td>
<td>385</td>
</tr>
</tbody>
</table>
Notes

7 **Debtors**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Trade and sundry debtors</td>
<td>6,150</td>
<td>21,975</td>
</tr>
</tbody>
</table>

8 **Creditors**: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Deferred income</td>
<td>0</td>
<td>28,150</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>38,211</td>
<td>21,756</td>
</tr>
<tr>
<td>Payroll taxes due</td>
<td>4,234</td>
<td>8,191</td>
</tr>
<tr>
<td>Accruals</td>
<td>1,284</td>
<td>2,720</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td></td>
<td>43,729</td>
<td>60,817</td>
</tr>
</tbody>
</table>

9 **Related party transactions**

There were no transactions with related parties in the year.

10 **Approval of financial statements**

The directors approved the financial statements on May 2020.
Common Purpose (Ireland) Operates Common Purpose programmes under licence from The Common Purpose Charitable Trust.

Registered in Ireland No. 245649. Registered Office:
Riverside One, Sir John Rogerson’s Quay, Dublin 2
Registered Charity No 20033477

Directors: N. Davies (chair), G Smyth, C Conway, T Tavengwa, S Bean, J Marsh

Common Purpose Ireland: 31-35 Bow Street, Smithfield, Dublin D07 P8KD

T: 01 872 9322, E: dublin@commonpurpose.ie

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