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Global and Local Highlights

Global
- In 2020, Common Purpose Globally delivered programmes for 9,091 leaders
- They join over 90,000+ alumni worldwide
- Those who participated came from 67 countries
- They represented over 1,000 organizations and universities

Ireland
- Delivered 4 programmes for 106 leaders: they join over 2900 leaders who have attended Ireland programmes in the last 20 years
- They represented the organisations and universities listed below

Bank of Ireland
AmTrust International
Underwriters DACPlan
An Garda Siochana
Clúid Housing Association
Coillte Teoranta
Department of Rural & Community Development
Eileen O Loughlin
Insurance Institute of Ireland
Mazars
Irish Rail
Newtown Clinic
O’Herlihy Access Consultancy
Pobal
Public Appointments Service
Sedgwick Ireland
Fidelity Investments
Su Carty
The Institute of Banking – Ireland
Ulster Bank Ireland
National College of Ireland
Champlain College Dublin
The Marker Hotel
DEBRA Ireland
The Alzheimer Society of Ireland
Department of Education & Skills
Department of Public Expenditure & Reform
Respond! Housing Association
Citizens Information Board
Dublin City Council
THEATREclub
Oaklee Housing Association
Hubspot
Irish Nurses and Midwives Organisation
Deaf Village Ireland
The Teaching Council
National Adult Literacy Agency
RMIT Europe
Further Education and Training Authority
Inshore Ireland Publishing Ltd
New Communities Partnership
CAPA: The Global Education Network
Phase Innovate
The Examcraft Group
Project Arts Centre
Bannerton
Social Innovation Fund Ireland
Profit with Purpose
Third Space Ltd
Irish Prison Service
Irish Defence Forces
Irish National Teachers Organisation
Cork Street Pastors
Dóchas
H2 Learning
Irish Museum of Modern Art
Our Table Dublin
FUSE 13
Oddboy Media
Priory GRC Consulting Limited
Smart Dublin
Salesforce
ACET Ireland
Freelance Artist
Cope Foundation
Premier Publishing
EUSA LLP
Local Impact Stories

Alumnus Dr Teresa Hurley alumnus of the Common Purpose Programme for Meridian February 2019 shares her key learning from the programme:

I found the Common Purpose programme very helpful and the presentation style engaging which aided learning in a relaxed environment. The group exercises were particularly useful as a means of reflecting, problem solving and sharing ideas amongst peers. The Immersion days were especially engaging and as a result of the visit to Sport Ireland, I now have an opportunity to give back to the sporting community through an invitation to mentor with them. The learning realised from this programme has helped me transition to a new role in my organisation, working with a diverse array of stakeholders, inputting to multi-faceted projects.

Alumnus Susan Kirby from Meridian 2019:

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 Fiona Aherne discussing her thoughts from participating on the Streetwise 2019 programme:

I am 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.

Alumnus Michael Hallisey speaking on his learning experience from Profile 2019:

The experience was real, varied, and engaging. It was really valuable and opened in ways I didn’t expect!
Local Impact Stories

Alumnus Michael Ewing, Senior Manager, HubSpot Ireland from Streetwise 2019:

I was inspired to discover and gain a more thorough understanding of my core values. I took these core value development learnings from Streetwise and have applied them at HubSpot, leading to transformative experiences that strengthen our teams and make a better work environment.

Alumnus Charlie Sheil discussing the difference between his experience on Meridian and Navigator:

I think the two main differences for me for the Meridian programme compared to other programmes that I’ve attended over the years were; one, going out into the different environments where you normally wouldn’t be. From a prison, to an office workplace that you haven’t come across before, that really set the tone for the day in terms of what we were doing. It created the fun, the excitement, the anticipation, and then secondly, the contributors that gave their time to the programme and shared their experiences and their learnings and those people brought in challenges for us to help them solve as well was very different to other programmes where you may have very limited contribution. Within the Meridian programme, we had a great group of people from public and private sector and we got to share experiences and share a lot of challenges that we had in our businesses that were similar, but maybe different environments and how we worked around those, so that was very insightful.

I think I learned quite a bit about the type of leader I am also as well understanding and listening to the outside contributions from industry experts was very insightful. I’d highly recommend the programmes having my own personal experience enjoying the Meridian programme, meeting new people, networking with them, having a great network of people now that I can communicate and share ideas with and meet from time to time both from private, public sector, non-profit, it’s great to have that. Taking the time to step away from the day-to-day business, I cannot emphasize the importance of doing that and learning and taking those learnings back into the businesses, it’s invaluable. So Meridian and Navigator programme will certainly be on my radar screen for a long time to come.

Alumnus Philip O’Callaghan from Streetwise 2019 discusses his key learnings 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.
Vision, Mission and Strategic Objectives

Vision
An Ireland where empowered leaders are working across boundaries to build a vibrant and connected society

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

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.
**Chair’s Report**

The CEO’s report provides a detailed commentary on the results for the financial year ended 31 July 2020 and our future sustainability of the organisation. Despite the impact of COVID-19, we have and continue to develop leaders to operate in these challenging times. We are also in a strong financial position to continue to deliver excellent programmes for the foreseeable future.

**Governance**

The Board of Directors met 5 times over the course of our financial year. There were more meetings than usual to ensure an appropriate response to COVID-19 was adopted and the financial consequences were under control.

Since the last report, there have been new additions to the Board; Orla Cunningham, Salome Mbagua Henry, Fiona Keane, Jack Kavanagh and Joseph Ruane. Unfortunately, we have said goodbye to Gaby Smyth, who was very supportive of the Board’s efforts to deal with financial challenges in the last few years. I, as the Chair continue to ensure we have the appropriate Board diversity to support the delivery of our Vision and Mission and am actively seeking additional appointments.

During the financial year, the Board was subject to a board performance appraisal. The results were positive, and the feedback has been actioned.

Two sub-committees of the Board, Governance and Remuneration, have met several times. Their recommendations have been welcomed by the Board and actioned accordingly especially the need to have an effective People policy and our approach to remuneration in light of COVID-19.

The Governance Committee also reviewed the Charities Governance Code (the Code) issued by the Charities Regulator. We concluded that we are currently compliant with the Code’s core standards. This will mean that when we submit our 1st regulatory compliance record form in 2021, we anticipate being able to state we are compliant.

**Risk Management**

The Board performed a detailed review of the Risk Register and reconfirmed the key risks, which are as follows:

- Risk 1: Failure to capitalise on the Environment Societal and Governance (ESG) agenda as it evolves and develops and not increasing the demand for and participation on CP programmes that would create a more connected and impactful society
- Risk 2: The sustainability of Common Purpose Charitable Trust (CPCT) as the licensor and resource provider
- Risk 3: Need to maintain and improve the brand reputation and awareness
- Risk 4: Access to adequate resources (people and funds)
- Risk 5: Financial and operating processes including reporting are not effectively maintained or managed

The review concluded that

- There has been an increase in the likelihood and impact of the Risks 2, 4 & 5, but
- we have the appropriate controls and mitigations in place to manage all the Risks.
Chair’s Report

The Future
In these uniquely challenging times, the demand for effective leadership - in our organisations and in society - has never been greater. The need for purpose-driven, connected and inclusive leaders within organisations and Irish society is paramount. Leaders who have
- perspective,
- skills and connections to understand the broader strategic impact of their efforts,
- ability to adapt to novel and complex challenges,
- ability to bring along diverse teams and stakeholders
will be vital to deliver resilience, stronger performance and future growth in their business and organisations.

At Common Purpose, we’re passionate about the power of conversations. We think that open and courageous conversations are integral to leaders successfully crossing boundaries and leading change. However, in many ways, we’ve noticed that the world is becoming more polarized on virtually every issue that matters. Underneath the apparent differences lie the potential for common ground – but only if we conduct conversations in the right way. That’s why we have supported the launch by Common Purpose on a global basis of a co-creation process with our global alumni to identify ways to support people to have better, more courageous conversations. This is an amazing opportunity to build a unique toolkit that supports leaders to have better conversations and create positive change in these challenging times.

The need for organisations such as Common Purpose is greater than ever. Achievement of our Vision of “An Ireland where empowered leaders are working across boundaries to build a vibrant and connected society” is key. Therefore, access to programmes such as we offer is greater than ever. I hope that we can continue to develop the leadership behaviours that will make this world a better place, for people, organizations and society.

Nicholas Davies

The new and existing Common Purpose Programmes equip leaders with both the toolkit and diverse network they will need to meet the unprecedented challenges arising from the Covid19 crisis and other emerging issues in an increasingly globalised and sometimes polarised world. Our programmes aim to cultivate Leaders to deliver an organisation’s Purpose with solutions to Environmental, Societal and Governance challenges.

Society now needs more than ever cross-sector collaborations, local and global, by way of stronger, multi-skilled, connected leaders and this is what Common Purpose delivers with these new international, existing local and customised programmes.
CEO’s Report

In the financial year ended 31 July 2020, the programmes held were a great success and our financial out-turn demonstrated we have managed the COVID-19 impact in a very effective manner and ensured the future sustainability of the organisation.

This result was due to the successful completion of a Meridian Senior Leaders programme, which was in progress when COVID-19 measures were introduced. We successfully pivoted the delivery of our experiential learning to a virtual platform with positive feedback from all participants. The pivot involved a high level of creative curation and the executive rose to the challenge and delivered impactful, inspiring and innovative programmes that ensured the short to middle term success of Common Purpose.

Examples of this lateral thinking to maintain Common Purpose’s signature participant engagement with the new mandatory online audiences included the likes of:

- The use of drones to demonstrate strategic views of campuses,
- Customised and specifically commissioned videos offering guided exploration of physical premises to replicate the immersive elements of the programmes,
- Challenging and enabling of hosts to create content to replicate the live experiences,
- Live streaming face to face sessions with a large screen in the background with the zoom participants “in the room” so an intimate environment is created.

In addition, we availed of the Government’s various COVID-19 financial support measures and implemented several cost containment plans including reducing services provided by contracted resources and deferring the awarding of any pay rises.

Since the end of the financial year, the launch of the new Common Purpose Global Programmes for Emerging and Senior Leaders has been a resounding success to date. Irish participants now have the unique opportunity to join and learn with other emerging and senior leaders around the world from Hong Kong, India, South Africa, Nigeria, the US, the UK and Turkey. These innovative blended programmes, where 70% or more of the content is local, really have made the world a smaller place. The commonality of challenges around the world is enlightening and very apparent in the programmes that have been run successfully since the launch. In fact, they have exceeded all expectations in both number of participants and participants’ assessment ratings i.e. There has been on average 95% KPIs achieved across all programmes run during 2020, key indicators being:

- The ability of leaders to adapt to new environments, (agility).
- Ability to work with those that are different to them (diversity)
- Act more courageously in different situations (personal growth)
- Able to influence outside their area of authority

In addition, Common Purpose Ireland secured CPD accreditation from the internationally recognised CPD Standards for all the programmes held by Common Purpose Globally and in Ireland, which enhanced our offerings. This is the first accreditation of Common Purposes programmes across the globe and a proud achievement by the Irish team. We can now secure CPD accreditation for all future international programmes based on our understanding of what is required to be accredited.
The Board reviewed the 5-year strategic plan for 2019-2024 considering COVID-19 impact and reconfirmed our vision, mission and strategic goals as set out Page 6.

It was concluded the Strategic Goals we set are still on course to be delivered.

Below are details of the Strategic KPIs, targets and outcomes in the financial year ended 31 July 2020. This was achieved by the efforts of the staff, supported by our Dublin Advisory Group, Common Purpose Global organisation and the Board.

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<tr>
<th>Objectives KPIs</th>
<th>Target</th>
<th>Actual</th>
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<tr>
<td>1 Participants Programme Assessment %</td>
<td>90%</td>
<td>98%</td>
</tr>
<tr>
<td>2 Programme Diversity %</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-Irish</td>
<td>17%</td>
<td>17%</td>
</tr>
<tr>
<td>Female</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Public/Private/NFP %</td>
<td>40/40/20</td>
<td>35/42/23</td>
</tr>
<tr>
<td>3 Graduate Impact Stories Published</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>4 Budget v Actual</td>
<td>€290,000</td>
<td>€219,834</td>
</tr>
<tr>
<td>5 Growth in Reserves v Budget</td>
<td>€50,000</td>
<td>€25,009</td>
</tr>
<tr>
<td>6 % of 6 month operational costs in Capital &amp; Reserves</td>
<td>100%</td>
<td>45%</td>
</tr>
<tr>
<td>7 # of new connections</td>
<td>200</td>
<td>114</td>
</tr>
<tr>
<td>8 # of new organisations on programmes</td>
<td>20</td>
<td>64</td>
</tr>
<tr>
<td>9 % of ‘repeat’ organisations on programmes</td>
<td>30%</td>
<td>13%</td>
</tr>
<tr>
<td>10 Inbound enquires leading to programme participation</td>
<td>10%</td>
<td>6%</td>
</tr>
<tr>
<td>11 Graduates on Social Media</td>
<td>50%</td>
<td>15%</td>
</tr>
<tr>
<td>12 Senior level graduates contributing to programmes (from 221 new Senior Leader Graduates over last 3 years)</td>
<td>10%</td>
<td>16%</td>
</tr>
<tr>
<td>13 # of programmes - Grad/External Events</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>14 Training cost</td>
<td>% of Income</td>
<td>3%</td>
</tr>
<tr>
<td>15 % discount on normal fees for ‘bursaries’</td>
<td>25%</td>
<td>35%</td>
</tr>
<tr>
<td>16 Governance Diversity</td>
<td>Non-Irish</td>
<td>17%</td>
</tr>
<tr>
<td>Female</td>
<td>50%</td>
<td>60%</td>
</tr>
<tr>
<td>Public/Private/NFP%</td>
<td>40/40/20</td>
<td>10/60/30</td>
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As can be seen, many of the targets set for the financial year ended 31 July 2020 have been met. However, there were several targets ultimately not yet achieved because of the pandemic. Accordingly, the Board continues to monitor our strategy, proposed actions and targets.

The Board will be revisiting our long-term strategy during the early part of 2021. However, it should be reiterated that, because of the organisation’s effective response to COVID most of the targets were met.

One of the positive results of the pandemic has been how the organisation came together in a time of crisis. The Irish team now works very closely with all its colleagues around the world, sharing content, engagement techniques, corporate contacts, wellbeing approaches and most important of all comradery, a key support in the difficult days of lockdown.

Particular thanks to global team for their innovative design and remarkable turnaround of the new bended programmes that maintained the company’s success.

Finally, I would like to sincerely thank those organisations and individuals that have supported us especially those who provided resources and services at no cost.

Dara Connolly
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 31 July 2020 was:

- Nicholas Davies (Chair) Business Consultant Holistic Governance
- Carol Conway (Secretary) Owner Freelance Catalyst
- Sarah Bean Management Consultant Sarah Bean Consulting
- Jacquie Marsh Consultant & Non-Executive Director Smyth & Co. Limited
- Gaby Smyth Chartered Accountant EY
- Tavengwa Tavengwa Associate Partner Standard Life International
- Fiona Keane Head of Human Resources Europe Health Service Executive
- Joseph Ruane Health Manager Self-Employed
- Jack Kavanagh Performance and Resilience Coach Bank of Ireland
- Orla Cunningham Programme Director AkiDwA
- Salome Mabugua Henry National Director

Board Attendance
Nicholas Davies 9 out of 9
Carol Conway 8 out of 9
Tavengwa Tavengwa 9 out of 9
Sarah Bean 8 out of 9
Jacquie Marsh 7 out of 9
Gaby Smyth (Resigned 9 Jun) 6 out of 9
Fiona Keane (Appointed 29 Jun) 2 out of 2
Joseph Ruane (Appointed 29 Jun) 2 out of 2
Jack Kavanagh (Appointed 29 Jun) 2 out of 2
Orla Cunningham (Appointed 29 Jun) 2 out of 2
Salome Mbugua Henry (Appointed 20 Jul) 1 out of 1

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
- 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
- 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
- Emma Connors Head of Arts Development Axis Ballymun Arts Community Resource Centre
The Board, The Advisory Group and Ireland Team

Our Ireland Team
The team during the year were:
Dara Connolly, CEO
Kristina Moody, Senior Programme Director
Niamh Conaty, Programme Co-ordinator

Since the year end, Kristina Moody went on Maternity Leave and Meredith Salois has joined as Assistant Programme Co-ordinator.
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

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 2020

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

Directors’ report and financial statements

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

Directors and other information

Directors
Sarah Bean
Carol Conway
Orla Cunningham
Simon Davies (Chair)
Jack Kavanagh
Fiona Keane
Saome Mboga Henry
Jacquie Marsh
Joseph Ruane
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
KFMG 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

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 July 2020.

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 license agreement with Common Purpose Trust Limited (CPCT) 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 organisation 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 recruit 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 mitigations adopted to manage these risks.

- **Achievement of the Strategic Objectives**
- **Maintain and improve the CP brand reputation and awareness**
- **Access to adequate resources (people and funds)**
- **Financial and operating processes including reporting are not effectively maintained or managed**

The primary mitigation of the risks outlined above is the Board performs a quarterly review of operational and financial performance including budget to actual, rolling 12 months cash flow forecasts and Strategic and Operational KPIs.

- **The sustainability of Common Purpose Charitable Trust (CPCT) as the licensor and resource provider**

The Chair and CEO maintain regular contact with CPCT to ascertain the sustainability status. The Board has also considered the ability to operate and deliver programmes which fulfil the Company’s strategic objectives and are satisfied that there would be a sustainable business model for the foreseeable future.
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.

In the financial year ended 31 July 2020, the programmes held were a great success in both participation numbers and content. The programmes held pre and post introduction of COVID 19 measures had positive feedback from all participants. In addition, all the programmes had CPD accreditation. The financial out-turn has benefited from availing of the Government’s various COVID 19 financial support measures and implementation of several cost containment plans.

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 2020 are set out below:

- Every programme requires a diversity and sectoral balance. To achieve this, the Company provides a ‘bursary’ based on an assessment of the ability to pay by the participant of the organisation, who has nominated the participant. This bursary comes in the form of a discounted fee. The value of bursaries granted was circa €178k (2019 - €194k). This represents a discount of 50% (2019 - 40%) on the potential normal fees for the programmes held in the financial year.

- 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 €25k (2019 - €20k)
  - The Internships of which there were Four (2019 - Six) during the year, were the equivalent of one 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 €12k (2019 - €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.

At the Board Meeting on 20 July 2020, the budget for 2021 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 and ensuring the future sustainability. The results to date are in line with expectations.

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 2020 had no financial interests in the Company. 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.

In accordance with the Company’s Constitution, none of the directors is required to retire from office at the annual general meeting.
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Directors’ report

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.

Sarah Bean
Niall Carey
Carol Conway
Oria Cunningham
Simon Davies
Salome Mtiluga Henry
Jack Kavanagh
Fiona Keane
Denis Leamy
Jacque Marsh
Joseph Ruane
Gaby Smyth
Tavengwa Tavengwa

Oria Cunningham, Fiona Keane, Jack Kavanagh and Joseph Ruane were appointed on 29 June 2020.
Salome Mtiluga Henry was appointed on 20 July 2020.
Niall Carey and Denis Leamy retired on 9 December 2019.
Gaby Smyth retired on 5 July 2020.

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 operators 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 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

17 December 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

17 December 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 Charity') for the year ended 31 July 2020 set out on pages 9 to 16, which comprise the income statement, 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 non-statutory financial statements:

- give a true and fair view of the state of the Charity’s affairs as at 31 July 2020 and of its incoming resources and application of resources including its income and expenditure 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 Charity in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting 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.

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

Responsible 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 Charity’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 Charity or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the financial statements

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 (Ireland) will always detect a material misstatement when it exists. 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/assetmedia/b2389013-1cf5-458b-9b8f-
25d942db4ca/Description_of_auditors_responsibilities_for_audit.pdf.
INDEPENDENT AUDITOR’S REPORT TO THE MEMBERS OF COMMON PURPOSE (Ireland) (continued)

Report on the audit of the financial statements (continued)

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

Our report is made solely to the Charity’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 Charity’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 Charity and the Charity’s members, as a body, for our audit work, for this report, or for the opinions we have formed.

Maurice McCann 18 December 2020
for and on behalf of KPMG
Chartered Accountants, Statutory Audit Firm
1 Stokes Place
St. Stephen’s Green
Dublin 2
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Income statement
for the year ended 31 July 2020

<table>
<thead>
<tr>
<th>Note</th>
<th>2020 €</th>
<th>2019 €</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating income 3</td>
<td>219,834</td>
<td>281,833</td>
</tr>
<tr>
<td>Operating costs 4</td>
<td>(173,174)</td>
<td>(215,138)</td>
</tr>
<tr>
<td>Operating surplus</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration expenses</td>
<td>(21,651)</td>
<td>(30,880)</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>25,009</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 is presented.
### Balance sheet

**as at 31 July 2020**

<table>
<thead>
<tr>
<th>Note</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fixed assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>6</td>
<td>€1</td>
</tr>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors</td>
<td>7</td>
<td>€5,890</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td></td>
<td>€68,891</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>€70,521</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>8</td>
<td>(€35,844)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td>€38,937</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td>€38,938</td>
</tr>
<tr>
<td><strong>Capital and reserves</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Income and expenditure account</td>
<td></td>
<td>€38,938</td>
</tr>
<tr>
<td>Capital reserve</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td></td>
<td>€38,938</td>
</tr>
</tbody>
</table>

---

**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 2020

<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 2018</strong></td>
<td>(48,806)</td>
<td>24,920</td>
<td>(21,886)</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>35,815</td>
<td>-</td>
<td>35,815</td>
</tr>
<tr>
<td><strong>Transfer to Income &amp; Expenditure account</strong></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>
<tr>
<td><strong>Balance at 1 August 2019</strong></td>
<td>13,929</td>
<td>-</td>
<td>13,929</td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>25,009</td>
<td>-</td>
<td>25,009</td>
</tr>
<tr>
<td><strong>Balance at 31 July 2020</strong></td>
<td>38,938</td>
<td>-</td>
<td>38,938</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 2020

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash flows from operating activities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>25,009</td>
<td>35,815</td>
</tr>
<tr>
<td>Adjustments for:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation of tangible assets</td>
<td>-</td>
<td>384</td>
</tr>
<tr>
<td>Decrease in trade related debtors</td>
<td>260</td>
<td>15,826</td>
</tr>
<tr>
<td>(Decrease) in trade related creditors</td>
<td>(7,885)</td>
<td>(17,088)</td>
</tr>
<tr>
<td>Net cash generated by operating activities</td>
<td>17,384</td>
<td>34,937</td>
</tr>
<tr>
<td>Net increase in cash and cash equivalents</td>
<td>17,384</td>
<td>34,937</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>51,507</td>
<td>16,570</td>
</tr>
<tr>
<td>Cash and cash equivalents at the end of the year</td>
<td>68,891</td>
<td>51,507</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

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 ten directors, the liability of each being not more than €1,27.

3 Operating income

   2020  2019
   €      €

   The Company’s operating income is generated wholly in Ireland as follows:
   Programme fees receivable  210,834  281,633

   210,834  230,657

4 Operating costs

   2020  2019
   €      €

   The company’s operating costs include:
   Licence fees payable to Common Purpose Charitable Trust  13,190  18,007
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes (continued)

5 Employees

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

<table>
<thead>
<tr>
<th>Category</th>
<th>2020 Number</th>
<th>2019 Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

The aggregate payroll costs of these employees were as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wages and salaries</td>
<td>119,314</td>
<td>145,745</td>
</tr>
<tr>
<td>Social welfare costs</td>
<td>11,239</td>
<td>15,870</td>
</tr>
<tr>
<td></td>
<td>130,552</td>
<td>161,624</td>
</tr>
</tbody>
</table>

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

Covid-19 wage subsidies (TWSS) of €18,426, receivable from Revenue, were paid over to eligible employees.

6 Tangible fixed assets

<table>
<thead>
<tr>
<th></th>
<th>Computer equipment £</th>
<th>Fixtures and fittings £</th>
<th>Office equipment £</th>
<th>Total £</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<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>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At beginning of year</td>
<td>24,867</td>
<td>16,531</td>
<td>5,354</td>
<td>46,752</td>
</tr>
<tr>
<td>Charge for year</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>At end of year</td>
<td>24,867</td>
<td>16,531</td>
<td>5,354</td>
<td>46,752</td>
</tr>
<tr>
<td>Net book value</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At 31 July 2020</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
<tr>
<td>At 31 July 2019</td>
<td>1</td>
<td>-</td>
<td>-</td>
<td>1</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes (continued)

7  Debtors

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Trade and sundry debtors</td>
<td>5,890</td>
<td>6,150</td>
</tr>
</tbody>
</table>

8  Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2020</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Accounts payable</td>
<td>18,603</td>
<td>38,211</td>
</tr>
<tr>
<td>Payroll taxes due</td>
<td>7,160</td>
<td>4,234</td>
</tr>
<tr>
<td>Accruals</td>
<td>10,081</td>
<td>1,284</td>
</tr>
</tbody>
</table>

35,844  43,729

Included in Creditors are licence fees payable to Common Purpose Charitable Trust of €21,987 (2019: €30,527).

9  Related party transactions

There were no transactions with related parties during the year.

10  Approval of financial statements

The directors approved the financial statements on October 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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