Global and Local Highlights

Global

- In 2020-21, Common Purpose globally delivered programmes for 10,455 leaders
- They joined over 100,000+ alumni worldwide
- Those who participated came from 67 countries
- They represented over 1,000 organisations and universities

Ireland

- In 2020-21, Common Purpose Ireland delivered 4 programmes for 159 leaders: they joined leaders who have attended Ireland programmes in the last 20 years
- They represented the organisations listed below

Bank of Ireland
AmTrust International
Underwriters DAC
Plan
An Garda Siochana
Clúid Housing Association
Colit 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
Eileen O’Loughlin

The Alzheimer Society of Ireland
Department of Education & Skills
Department of Public Expenditure & Reform
Respond! Housing Association
Citizens Information Board
Dublin City Council
Oatkle 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
Su Carty

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 Róisín Lisa Bohan shares her thoughts on the Autumn 2020 Emerging Leaders Programme:

I felt very honoured to receive the bursary from DCC Arts Office to participate in the Common Purpose Emerging Leaders Programme 2020. It afforded me an opportunity that I would otherwise not have availed of, and came at a pivotal point in my professional development, propelling me forward and advancing my career trajectory. I took part in this programme as the opportunity for learning, hearing from leaders in their fields, and meeting like-minded people from a variety of backgrounds and disciplines, piqued my interest. I was not disappointed - the programme met my expectations in every sense. I found the programme eye opening, and although I took part during lockdown while our meetings took place via Zoom, the sense of community was palpable. I am grateful for the many valuable conversations I had with other participants, as well as with the invited programme speakers, who were wonderfully supportive and generous, open and honest in their sharing, and equally receptive to our questions. Overall, the experience gave me great confidence in trusting and believing in my own capacity as a leader, and in reaching out to build connections with others. I cannot thank the DCC Arts Office enough for their support.

Alumnus Luke Smith on the 2021 Spring Senior Leaders Programme

The Common Purpose programme was a great opportunity to consider many aspects of leadership, such as; Listening; Empathy; Diversity, Authenticity, Courage and more. The themed sessions included inspiring guest speakers and the themes were then examined in small workshops where we learned with a diverse group of peers. This combination of thought provoking real-world experiences, combined with active workshops really sets Common Purpose apart. I met some great people from outside my sector and found the programme energising and worthwhile.

Alumnus Aidan Curtin discussing his thoughts from participating in the Spring 2021 Emerging Leaders Programme:

This course allowed me to take time to evaluate my leadership role and functions as well as how I was prepared for it. It was challenging and supportive in equal measures. Excellent programme and highly recommended.
Local Impact Stories

Alumnus Rosemary Kunene on the Spring 2021 Senior Emerging Leaders Programme:

I enjoyed the programme, and thank you for the good work you have done. I would definitely recommend it to other leaders. This programme was a self-discovery journey as a leader and this will make a huge impact on my leadership journey. Knowing my source of power, connecting with my emotions and most importantly knowing the process will surely have an impact on my leading skills. The blended learning approach, learning from other leaders was valuable, including the learning groups. Makes one realise that some of the challenges experiences as a leader are not unique to individuals.

Alumnus Yvonne Colucci discussing her experience in the Spring 2021 Senior Leaders Programme:

It may be difficult to define in a short sentence what a course in leadership is exactly. In my view Common Purpose proposes a very interesting and engaging programme through experiential learning which, not only I enjoyed immensely, but it helped me to open my eyes to new avenues and approaches in leadership. The diversity of the participants is probably the key element to its success! The modules are well thought out and presented through videos, live testimonials from inspiring speakers, exercises and discussions with peers, always done in a very positive and supportive environment. It has been a very personal journey, discover more about yourself, what has brought you where you are and where do you want to go. It is done through provoking reflection, emphasising empathy, focusing on inclusion, seeking and giving feedback, be aware of assumptions, being courageous and above all being positive and much more!

All throughout the programme, I felt reassured I was going in the right direction in my leadership and at the same time I was challenged to think differently and bolder!

One advise: JUST DO IT! A life changing few months... it is only the start!

Alumnus Tammy Darcy on the 2021 Spring Senior Leaders Programme:

I completed the senior leaders programme during the pandemic in 2021, at just a time when many of us felt cut adrift, we were looked on for answers and we were giving more of ourselves than ever before. This programme was where I went every week to renew my energy and to be inspired by not just the amazing speakers, but my fellow learners. Everyone brought their whole selves, and that created a very special energy, and increased self-reflection and learning.

I have added to my network in a meaningful way, with one new board member, one partnership, a panel of speakers for our next Shine Festival, and many genuine people who I know I could ask for support or advice whenever I need them.
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 a 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.

**Impact**
There are over 105,000 Common Purpose alumni worldwide, from students to senior leaders. We make an impact on individuals, organisations and society.

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**95%**
are better able to lead or operate within a diverse team

**92%**
are better able to make complex decisions involving multiple stakeholders

**93%**
are better able to adjust their behaviour in culturally diverse situations
Chair’s Report

Governance
The Board of Directors met 5 times over the course of our financial year.

We have been fortunate during these times, to have a stable, diverse and engaged Board. I am very grateful for their support. However, I, as the Chair am actively seeking additional appointments to ensure we have the appropriate Board diversity to support the delivery of our Vision and Mission.

As for our Advisory Group, there has been significant changes over the Period. However, the Group have provided valuable support to the development of the Programme Curricula and ensuring the calibre and diversity of participants was appropriate.

Since the year end, 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, met several times. Their recommendations have been welcomed by the Board and actioned.

Since the year end, the Governance Committee specifically reviewed all our Policies and Procedures and were satisfied we are currently compliant with the core standards set out in the Charities Governance Code (the Code) issued by the Charities Regulator. We concluded that we were currently compliant with the Code’s core standards and have submitted our 2nd Regulatory Compliance Form.

Risk Management
The Board performed the annual 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
— despite COVID 19 challenges, the risks have decreased
— we have the appropriate controls and mitigations in place to manage all the Risks, and
— there have been no material incidents.

However, since the review, an operational risk materialised in respect of the premises we avail of, provided by OPW at no cost. As from June 24th 2022, we have been operating from new offices in the Guinness Business Centre, for which we are paying rent.

The Future
The last two years have been very challenging with all manner of issues coming to the fore that Society needs to come to terms with. We need to educate individuals at both an individual and collective operational level to be effective leaders and to use the power they have in a wise and appropriate manner.

The role of leadership - in our organisations and in society - has never been greater with an ever-increasing focus on the ESG (Environmental, Social & Governance) Agenda, and a more polarised world where the gap between those who have and those that do not, widens. Stakeholders more than ever wish to see demonstrable actions delivered by Private, Public and NFP organisations, which are for the benefit of Society as a whole NOT the individual. It is paramount that organisations and Irish society need purpose-driven, connected, and inclusive leaders. That these leaders 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
Chair’s Report

With these competencies, they will be able to deliver resilience, stronger performance and future sustainability in their business and organisations. In addition, they need to have the skills to act as Agitators, Innovators and Orchestrators at whatever level they are in an organisation or their standing in the Community.

The **Common Purpose Programmes** equip leaders with both the toolkit and diverse network they will need to meet the unprecedented challenges Society faces. Our programmes aim to **cultivate leaders to either to deliver an organisation’s Purpose with solutions or to support the Communities in their dealings with ESG challenges**, which in turn endeavour to improve Society. 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.

Common Purpose is well placed to support the development of individuals to enable a better society. 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, organisations, and society.

Nicholas Davies
The period of 2020 / 2021 was one of inspirational and transformational times for Common Purpose Ireland but also Common Purpose as a global entity. The positives that resulted from the lockdown period in some areas outweighed the negatives as the whole organisation worldwide came together to innovate and lead in a time where agility became a key attribute for companies to get through such a turbulent time.

I would even go so far and state that Common Purpose as a whole showed an exemplar model of leadership in governance and staff care. When our traditional model of face-to-face experiential programmes was so dramatically withdrawn due to pandemic restrictions, the whole organisation regrouped, came together, and designed a “tailored to the times” virtual programme. We went to market in July 2020, adjusted our projections to conservatively look ahead and got moving. At this time, I have to pay compliments to the staff who were exceptional in their dedication and work ethic in keeping the organisation viable and sustainable. Evidence of the exceptional performance across the board is represented in the KPIs found in this report in that the programme costs were reduced by 40%; however the company exceeded its income targets by circa 90%, expanding our reserves to 6 months cover.

But the real success was the well being of our staff. We managed to retain all through this unsettled period and the dedication to the application to our work trying to better society through connecting and upskilling leaders was something I got some of my highest satisfaction from. The concept of working from attics, bedrooms or sitting rooms, losing that integral person to person connection was something we all found hard. But Common Purpose created a bridge, which enabled all levels of leaders to remain connected, continuing to learn from others but also to create those all-important mentors and supporters, so crucial for supporting those trying to grow themselves and their organisations. We had to explore our creativity and ingenuity to design and curate programmes which maintained both our participants / alumni in the supports and skills needed at that extraordinary period in their lives and careers; be it mental health supports, strategic redirection, changing their default positions or ways of working to adjust to the new world they found themselves, even by simply just mentoring each other.

The groups of leaders in the period 2020 / 2021 we brought together were among the most senior and diverse in the last number of years. To recreate the power of the live programmes was a massive challenge so all kinds of approaches were used to retain the freshness and their impact. Just one of the innovations was the live streaming of events where we used a new start up called the Livestream Team who were quite brilliant in their ideas and application, producing film quality productions. Common Purpose Ireland effectively had to bring the city into people’s homes seeing as they could not travel themselves (video production was allowed during lockdown). This is a perfect example where staff pushed the boat out to ensure the successful delivery of the programmes. The results in the KPIs show the appreciation of the participants with consistent averages of 90% for Value for Money and Customer Satisfaction.

In summary, it was an exceptional year where stability and sustainability were perceived to be an accomplishment. But Common Purpose grew, expanded in its client base, its impact, numbers and viability. It showed real agility, reacting to the immediate needs of its customers and market. We talked the talk but also walked the walk. It is a period I will personally look back on as one of the most challenging but most satisfying of my career to date. But without the support of the staff, our alumni and in particular our Board of Directors, particularly our chair Nick Davies, none of the success would have been possible. My heartfelt thanks to them all.

Dara Connolly
# Key Performance Indicator for 2020-2021

<table>
<thead>
<tr>
<th>KPI</th>
<th>Target</th>
<th>Item</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 <strong>Programme Assessment %</strong></td>
<td>90%</td>
<td>Emerging spring 2021</td>
<td>88%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>Senior spring 2021</td>
<td>84%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>senior autumn 2020</td>
<td>87%</td>
</tr>
<tr>
<td></td>
<td>90%</td>
<td>Emerging Sept 20</td>
<td>100%</td>
</tr>
<tr>
<td><strong>Programme Diversity %</strong></td>
<td>Non-Irish: 17%</td>
<td></td>
<td>14%</td>
</tr>
<tr>
<td></td>
<td>Female: 50%</td>
<td></td>
<td>63%</td>
</tr>
<tr>
<td></td>
<td>Public/Private/NFP: 40/40/20</td>
<td></td>
<td>43/33/24</td>
</tr>
<tr>
<td><strong>Contributors on programme are graduates</strong></td>
<td>30%</td>
<td>Emerging autumn 2020</td>
<td>37%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Spring 2021</td>
<td>25%</td>
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<tr>
<td></td>
<td></td>
<td>Senior winter 2020</td>
<td>31%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emerging spring 2021</td>
<td>27%</td>
</tr>
<tr>
<td>4 <strong>Repeat organisations/connections on each programme</strong></td>
<td>30%</td>
<td>Senior spring 2021 repeat orgs</td>
<td>38%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior spring 2021 repeat contacts (new/repeat org)</td>
<td>83%</td>
</tr>
<tr>
<td><strong>New connections in past 12 months</strong></td>
<td>200</td>
<td>Senior spring 2021 new orgs</td>
<td>386</td>
</tr>
<tr>
<td><strong>New organisations/connections on each programme</strong></td>
<td>10</td>
<td>Senior spring 2021 new contacts (new/repeat org)</td>
<td>6</td>
</tr>
<tr>
<td><strong>Inbound enquiries leading to programme participation</strong></td>
<td>10%</td>
<td>Emerging spring 2021</td>
<td>20%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior spring 2021</td>
<td>21%</td>
</tr>
<tr>
<td><strong>% income converted to bursaries</strong></td>
<td></td>
<td>Emerging Sept 20</td>
<td>40%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Senior Nov 20</td>
<td>43%</td>
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<tr>
<td></td>
<td></td>
<td>Senior spring 2021</td>
<td>39%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Emerging spring 2021</td>
<td>40%</td>
</tr>
<tr>
<td><strong>Governance Diversity</strong></td>
<td>Non-Irish: 20%</td>
<td>Board</td>
<td>33%</td>
</tr>
<tr>
<td></td>
<td>Female: 50%</td>
<td>Advisory Group</td>
<td>17%</td>
</tr>
<tr>
<td></td>
<td>Private/Public/NFP: 40/40/20</td>
<td></td>
<td>65%</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>62/20/18</td>
</tr>
<tr>
<td><strong>Budget v Actual : Income</strong></td>
<td>€ 198,200.00</td>
<td>€ 286,726.80</td>
<td></td>
</tr>
<tr>
<td><strong>Growth in Reserves v Budget</strong></td>
<td>€ 34,396.00</td>
<td>In bank</td>
<td>€ 150,965.80</td>
</tr>
<tr>
<td><strong>% of 6 month rolling operational costs in reserve</strong></td>
<td>100%</td>
<td>Average for Financial Year</td>
<td>102%</td>
</tr>
<tr>
<td><strong>CP Ireland &amp; Graduate Impact Stories Published (rolling 12-month period)</strong></td>
<td>5</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td><strong>Training cost</strong></td>
<td>3% revenue</td>
<td>&lt;1%</td>
<td></td>
</tr>
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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 2021 was:

- Nicholas Davies (Chair)  Business Consultant  Holistic Governance
- Carol Conway (Secretary)  Owner  Freelance Catalyst
- Sarah Bean  Management Consultant  Sarah Bean Consulting
- Jacquie Marsh  Entrepreneur  Various Companies
- Tavengwa Tavengwa  Associate Partner  EY
- Fiona Keane  Head of Human Resources Europe  Standard Life International
- Joseph Ruane  Health Manager  Health Service Executive
- Jack Kavanagh  Performance and Resilience Coach  Self-Employed
- Orla Cunningham  Chief Operating Officer  Trinity College
- Salome Mabugua Henry  National Director  AkiDwA

Board Attendance

- Nicholas Davies  5 out of 5
- Carol Conway  4 out of 5
- Tavengwa Tavengwa  4 out of 5
- Sarah Bean  5 out of 5
- Jacquie Marsh  3 out of 5
- Fiona Keane  4 out of 5
- Joseph Ruane  4 out of 5
- Jack Kavanagh  4 out of 5
- Orla Cunningham  3 out of 5
- Salome Mabugua Henry  5 out of 5
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:

Helen Burke (Chair) Business Development Manager IDA Ireland
Tom Foley Founder TKL Management Ltd.
Chrissy Hughes Community Manager Restored Hearing
Avril Kennan CEO Medical Research Charities Group (MRCG)
Sinead Troy General Manager Irish Association of Songwriters, Composers, & Authors
Jannetje van Leeuwen Head of Legal, Policy & Research The Policing Authority
Adaku Ezeudo Founder PhoenixRize Consulting
Paula Hodson Director of Development Services Insurance Institute of Ireland
Peter Connolly Founder Recreation
Emma Connors Chief Executive Central Line Consulting
Gillian Maxwell General Manager An Garda Siochana
Lorraine Wheatley Chief Superintendent TheStartup.com
Jannetje van Leeuwen Entrepreneur
Sinead Troy General Manager
Peter O’Halloran Retired Brigadier General Assistant Chief of Staff Defence Forces

Our Ireland Team
The team during the year were:
Dara Connolly, CEO
Kristina Moody, Senior Programme Director
Niamh Conaty, Programme Director
Meredith Salois, Programme Coordinator
Clodagh Swords, Business Development Executive
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 2021

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 Suzanne Bean
Carol Conway
Orla Cunningham
Simon Davies (Chair)
Salome Mbugua Henry
Fiona Keane
Jacquie Marsh
Jack Kavanagh
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

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

The directors present their annual report together with the audited financial statements of the Company for the year ended 31 July 2021.

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 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 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 2021, the programmes held were a great success in both participation numbers and content. The programmes, held despite the challenges of COVID 19 restrictions, had positive feedback from all participants. In addition, all the programmes had CPD accreditation. The financial out-turn and the cash flows have benefited from availing of the Government's various COVID 19 financial support measures in current financial year up to January 2021 and benefits arising from the implementation of several cost containment plans in the previous financial year.

The financial results and relevant disclosures reported in the financial statements do not fully 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 2021 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 €148k (2020 - €178k). This represents a discount of 36% (2020 - 56%) 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 sometimes internships to provide additional resources. The type of resources provided, and the financial impact set out below:
  - Contractors supplied business development and accounting services and cost a total of circa €46k (2020 - €24k)
  - The Internships of which there was One (2020 - Four) during the year, were the equivalent of one fulltime staff. They provided support to our marketing and sales activities. It is estimated the benefits accruing to the company was circa €3k (2020 - €12k)
  - 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 16 July 2021, 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 objective to have a level of reserves equivalent to 6 months future operating costs and administration expenses. At 31 July 2021, the better than expected financial outturn, the level of reserves are in line with the Board’s objective. In addition, the cash flows forecast for the next 12 months indicate we should maintain the level reserves at an appropriate level.

Directors and secretary and their interests

The directors who held office at 31 July 2021 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)

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 Suzanne Bean
Carol Conway
Orla Cunningham
Simon Davies
Salome Mbugua Henry
Fiona Keane
Jacquie Marsh
Jack Kavanagh
Joseph Ruane
Tavengwa Tavengwa

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, regarding 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
Carol Conway

Director
Director

21 April 2022
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Statement of directors’ responsibilities

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

21 April 2022
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 2021 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 financial statements:

• give a true and fair view of the state of the Charity’s affairs as at 31 July 2021 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

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 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/getmedia/b2389013-1cf6-458b-9b8f-a98202dc9c3a/Description_of_auditors_responsibilities_for_audit.pdf.
Independent auditor’s report to the members of Common Purpose Ireland (continued)

Respective responsibilities and restrictions on use (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
for and on behalf of KPMG
Chartered Accountants, Statutory Audit Firm
1 Stokes Place
St. Stephen’s Green
Dublin 2

4 May 2022
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Income statement
for the year ended 31 July 2021

<table>
<thead>
<tr>
<th>Note</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td><strong>Operating income</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>283,737</td>
<td>219,834</td>
</tr>
<tr>
<td>Operating costs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>(198,180)</td>
<td>(173,174)</td>
</tr>
<tr>
<td><strong>Operating surplus</strong></td>
<td>85,557</td>
<td>46,660</td>
</tr>
<tr>
<td>Administration expenses</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(19,058)</td>
<td>(21,651)</td>
<td></td>
</tr>
<tr>
<td><strong>Surplus for the year</strong></td>
<td>66,499</td>
<td>25,009</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 2021*

<table>
<thead>
<tr>
<th>Note</th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<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>15,980</td>
</tr>
<tr>
<td>Cash at bank and in hand</td>
<td>128,486</td>
<td>68,891</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>144,466</td>
<td>74,781</td>
</tr>
<tr>
<td><strong>Creditors: amounts falling due within one year</strong></td>
<td>8</td>
<td>(39,030)</td>
</tr>
<tr>
<td><strong>Net current assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>105,436</td>
<td>38,937</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>105,437</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>105,437</td>
</tr>
<tr>
<td>Capital reserve</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>105,437</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 2021

<table>
<thead>
<tr>
<th>Income and expenditure account</th>
<th>Capital reserves</th>
<th>Total reserves</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Balance at 1 August 2019</strong></td>
<td>13,929</td>
<td>13,929</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>25,009</td>
<td>25,009</td>
</tr>
<tr>
<td><strong>Balance at 31 July 2020</strong></td>
<td>38,938</td>
<td>38,938</td>
</tr>
<tr>
<td><strong>Balance at 1 August 2020</strong></td>
<td>38,938</td>
<td>38,938</td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>66,499</td>
<td>66,499</td>
</tr>
<tr>
<td><strong>Balance at 31 July 2021</strong></td>
<td>105,437</td>
<td>105,437</td>
</tr>
</tbody>
</table>
### Cash flow statement

**for the year ended 31 July 2021**

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td><strong>Cash flows from operating activities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus for the year</td>
<td>66,499</td>
<td>25,009</td>
</tr>
<tr>
<td><strong>Adjustments for:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Depreciation of tangible assets</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>(Increase)/decrease in trade related debtors</td>
<td>(10,090)</td>
<td>260</td>
</tr>
<tr>
<td>Increase/(decrease) in trade related creditors</td>
<td>3,186</td>
<td>(7,885)</td>
</tr>
<tr>
<td><strong>Net cash generated by operating activities</strong></td>
<td>59,595</td>
<td>17,384</td>
</tr>
<tr>
<td><strong>Net increase in cash and cash equivalents</strong></td>
<td>59,595</td>
<td>17,384</td>
</tr>
<tr>
<td>Cash and cash equivalents at the beginning of the year</td>
<td>68,891</td>
<td>51,507</td>
</tr>
<tr>
<td><strong>Cash and cash equivalents at the end of the year</strong></td>
<td>128,486</td>
<td>68,891</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

Notes

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 on our operational performance is continually being monitored and based on an updated 12-month cash flow forecast, the Board concluded that

- the existing level of cash, and
- the future cash flows based on
  - the actions implemented,
  - availing of COVID 19 financial supports, and
  - 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 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.

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.
1 Accounting policies (continued)

Tangible fixed assets (continued)

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

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

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Company’s operating income is generated wholly in Ireland as follows:

Programme fees receivable 283,737 219,834

283,737 219,834

4 Operating costs

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The company’s operating costs include:

Licence fees payable to Common Purpose Charitable Trust 17,077 13,190
5 Employees

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

<table>
<thead>
<tr>
<th>Category</th>
<th>2021 Number</th>
<th>2020 Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration</td>
<td>4</td>
<td>3</td>
</tr>
</tbody>
</table>

The aggregate payroll costs of these employees were as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Wages and salaries</th>
<th>Pension &amp; social welfare costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>€161,437</td>
<td>€19,294</td>
<td>€180,731</td>
</tr>
<tr>
<td>2020</td>
<td>€119,314</td>
<td>€11,238</td>
<td>€130,552</td>
</tr>
</tbody>
</table>

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

In the current year Covid-19 wage subsidies (TWSS) of €4,625, received from Revenue, were paid over to eligible employees in addition to EWSS subsidies of €23,203 received by the company. In 2020 TWSS of €18,426, receivable from Revenue, were paid over to eligible employees.

6 Tangible fixed assets

<table>
<thead>
<tr>
<th>Computer equipment</th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>Cost</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>
</tr>
</tbody>
</table>

Depreciation

<table>
<thead>
<tr>
<th>Computer equipment</th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>At beginning and end of year</td>
<td>€24,867</td>
<td>€16,531</td>
<td>€5,354</td>
</tr>
</tbody>
</table>

Net book value

<table>
<thead>
<tr>
<th>Computer equipment</th>
<th>Fixtures and fittings</th>
<th>Office equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>€</td>
<td>€</td>
<td>€</td>
<td>€</td>
</tr>
<tr>
<td>At 31 July 2020 and 2021</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

7 Debtors

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade and sundry debtors</td>
<td>€15,980</td>
<td>€5,890</td>
</tr>
</tbody>
</table>

8 Creditors: amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2021</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable</td>
<td>€1,347</td>
<td>€18,603</td>
</tr>
<tr>
<td>Payroll taxes due</td>
<td>€34,677</td>
<td>€7,160</td>
</tr>
<tr>
<td>Accruals &amp; deferred income</td>
<td>€3,006</td>
<td>€10,081</td>
</tr>
<tr>
<td></td>
<td>------</td>
<td>------</td>
</tr>
<tr>
<td></td>
<td>€39,030</td>
<td>€35,844</td>
</tr>
</tbody>
</table>

Included in Creditors are licence fees payable to Common Purpose Charitable Trust of €785 (2020: €21,987).

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 21 April 2022.
Common Purpose (Ireland)
(a company limited by guarantee not having a share capital)

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
CHY11850


Common Purpose Ireland:
The Guinness Enterprise Center, Dublin 8
T: 01 872 9322, E: dublin@commonpurpose.ie
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