

Know more, do more, be more

# Sustainability strategy 2022-2025





# A word from our management sustainability sponsor

We at Codec are proud to publish our sustainability strategy for 2022-2025.

The impacts of climate change are there for all to see – there has never been a more important time for companies to step up and address the challenges facing society today. Hand in hand with efforts to combat climate change, companies need to also develop strategies that improve health and education, reduce inequality and spur economic growth.

As a growing company with over 250 employees in 6 locations, we have become ever more aware of our place in society and the increasing need for us to take clear and meaningful action to lessen our impact on the planet, to contribute to communities in which we work and to empower our customers to become agents for positive change.

The foundations of our strategy have been in place for several years, and as a Microsoft Gold Partner we have also recently signed the Microsoft Partner Pledge which is informed by the United Nations Sustainable Development Goals (SDGs). These initiatives have provided us with the natural building blocks upon which a sustainability strategy can be developed and formalised.

To this end, we engaged the services of a 3rd party specialist company, Change by Degrees, to work with us in developing a sustainability plan which provides clarity around our SDG goals, our commitment to emissions targets and how we will deliver on these.

This plan is the culmination of several months work and has been developed in collaboration with an internal steering committee comprising representatives across the organisation including sales, marketing, facilities, HR as well as project management and quality management teams.

Thanks to the dedication and support of our partners we now have a meaningful, actionable, and measurable sustainable development plan with very real targets and accountability which ultimately helps us to reach our mission of “mobilising Codec’s strengths in people and solutions to become a sustainability exemplar in client and community relations”.

We look forward to making a difference and seeing what the future holds.

**Fiona Daly**

CFO, Codec, and lead Sustainability Project Sponsor



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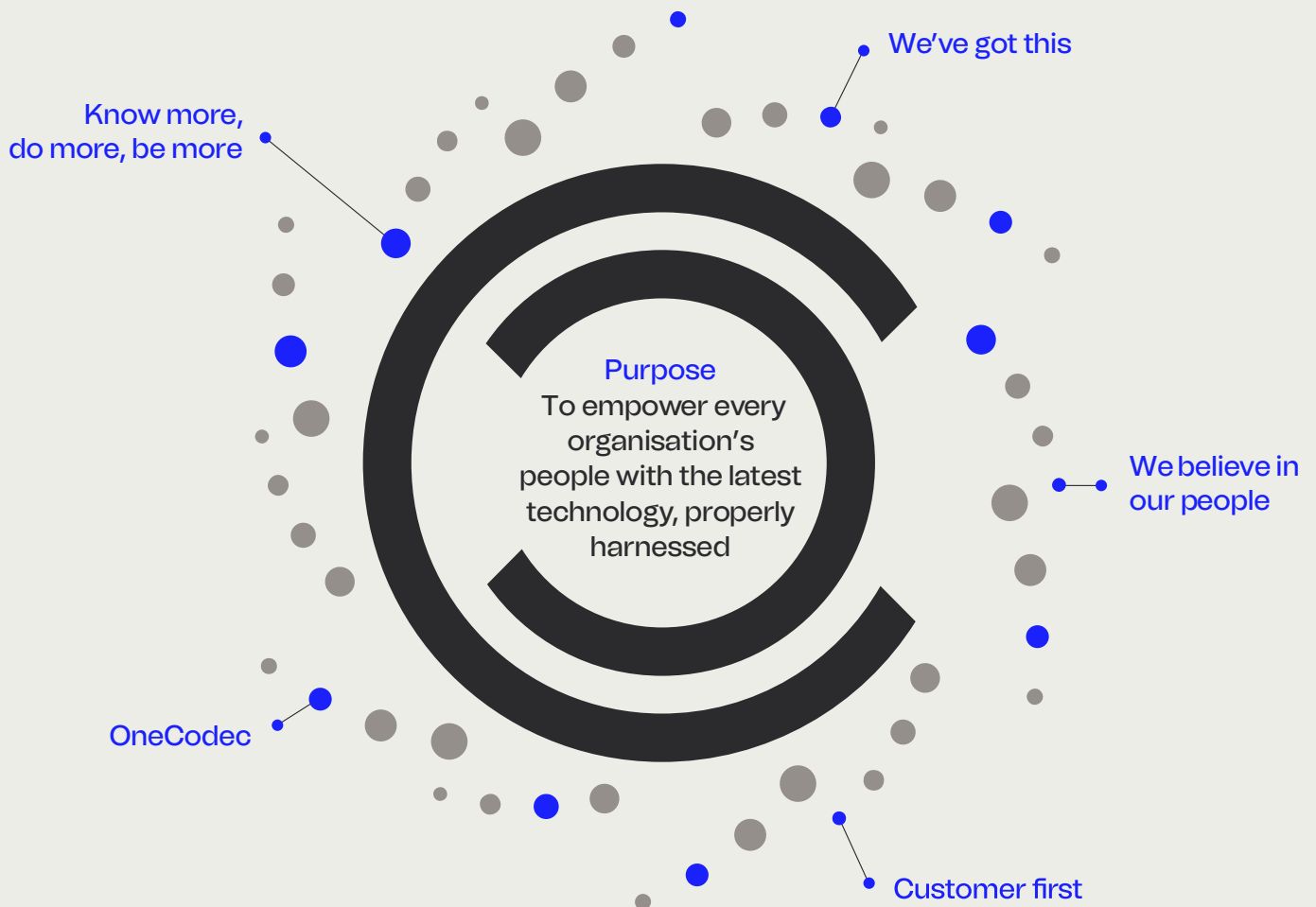
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# Introduction to Codec

Since the company's foundation in 1985, Codec has been driven by a commitment to excellence in service. Through continued innovation and investment in our people, we have developed our OneCodec approach, where the values of 'Know More, Do More, Be More' shape all our engagements with employees, customers and technology. In Codec we pride ourselves on building transformative solutions for business through our IT solutions and services and our new Sustainability Strategy is built on the strengths, experiences and values that have underpinned our successes in the delivery of reliable and impactful digital service. Transformation of legacy applications and processes doesn't happen without consistent software design. Success with microservices is impossible without giving serious thought to designing good APIs for your services to present to each other and, in turn, to the rest of the world.





# The Codec sustainability strategy

The Codec Sustainability Strategy is an ambitious and practical approach designed to mobilise Codec's strengths in people and solutions in becoming a sustainability exemplar in client and community relations. The strategy identifies three priority areas in which Codec can take clear and meaningful action to lessen our impact on the planet, to contribute to the communities in which we work and to empower our customers to become agents for positive change. These three priority areas are:

## Community & environment

- Achieving net zero carbon emissions by 2030
- Effective environmental management of our workplaces
- Driving meaningful community programmes

## Competence & customers

- Putting the Microsoft Partner Pledge into action
- Developing Codec sustainability solutions
- Embedding sustainability in client services

## Culture & people

- Diverse and Inclusive hiring and practice
- Upskilling & Empowering Employees
- Sustainable Pension Investment

The Codec Sustainability Action Plan sets out clearly and concisely the actions that we have committed to taking to achieve our sustainability objectives and includes the targets and dates by which we will measure our success.



# Codec & the UN Sustainable Development Goals (SDGs)

The Codec Sustainability Strategy is designed to support and promote the objectives and actions of the United Nations (UN) Sustainable Development Goals (SDGs). The SDGs are a set of 17 goals, adopted by the UN in 2015, that act as an urgent call for action, recognising that ending poverty and tackling climate change must go hand-in-hand with strategies that improve health and education, reduce inequality and spur economic growth.

## SUSTAINABLE DEVELOPMENT GOALS








# Codec sustainable priorities

As a key strategic Microsoft Gold Partner, Codec has signed up to the Microsoft Partner Pledge which is informed by SDGs in quality Education (SDG 4), Decent Work and Economic Growth (SDG 8), Climate Action (SDG 13) and Peace, Justice and Strong Institutions (SDG 16).

Through the Codec Sustainability Strategy, our own strategic priorities are strongly aligned to the Sustainable Development Goals. Our objectives and actions as detailed throughout this strategy are designed not only to advance the SDGs through our priority action areas but also to promote awareness of and engagement with the SDGs among our employees and in our relationships with our contractors, partners and customers.

	Codec sustainability priority	Priority SDG	Associated SDGs
<b>11</b> SUSTAINABLE CITIES AND COMMUNITIES 	Community & Environment	<b>SDG 11 – Sustainable Cities &amp; Communities</b> Making cities and communities inclusive, safe, resilient and sustainable	SDG 10; SFG12; SDG13; SDG 15; SDG 17
<b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE 	Competence & Customers	<b>SDG 9 – Industry, Innovation &amp; Infrastructure</b> Building resilient infrastructure, promoting inclusive and sustainable industrialisation and fostering innovation	SDG 12; SDG 13; SDG 17
<b>8</b> DECENT WORK AND ECONOMIC GROWTH 	Culture & People	<b>SDG 8 – Decent Work &amp; Economic Growth</b> Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	SDG 3; SDG 4; SDG 5; SDG 10



# Codec values: Know more, do more, be more

In Codec, our operations and delivery are based on the values of 'Know more, Do more, Be more'. Education, awareness-raising and engagement provide the foundation for Codec decision-making and implementation and this is reflected in our sustainability actions and targets.

## Know more

Identifying Codec's most significant sustainability impacts; gathering the baseline data to inform effective action; supporting education and awareness-raising to enable Codec employees to understand their potential to act as agents of change.

## Do more

Delivering cultural change through thoughtful and targeted sustainability actions; developing sustainability competencies to respond to client demand; reducing harm and applying positive solutions in existing Codec operations.

## Be more

Contributing to broader sustainability impact beyond Codec's core operations by applying Codec's skills and experience to the development, promotion and sharing of meaningful sustainability solutions.





Each action that we have identified under our three strategic priorities has been assigned a 'Know More, Do More, Be More' impact level label as a check at each stage of our process (i) that we have the necessary information, education and engagement to make good decisions in our planning and practice; (ii) that we have clear and coherent plans and procedures to turn our decisions into action and (iii) that we identify and act upon opportunities to engage and influence our partners, customers, communities and end users.





# Codec & the Microsoft Partner Pledge



Codec is a proud signatory of Microsoft Ireland's Partner Pledge. The Partner Pledge reflects the conviction of Microsoft partners that technology can play a positive role in addressing social challenges as well as our commitment to using technology in a responsible way. The Microsoft Partner Pledge focus areas of Digital Skills, Diversity, Responsible and Ethical AI and Environmental Sustainability are clearly reflected in the Codec Sustainability Strategy, which explicitly references the Partner Pledge and documents the practical, measurable steps that Codec is taking to turn the pledge into action.

## Digital skills

Helping Ireland to prepare for the challenges of the Fourth Industrial Revolution through Microsoft's Digital Skills program.

## Diversity

It is important that our industry reflects and supports society, and that we keep working to improve the diversity of our technology workforce.

## Sustainability

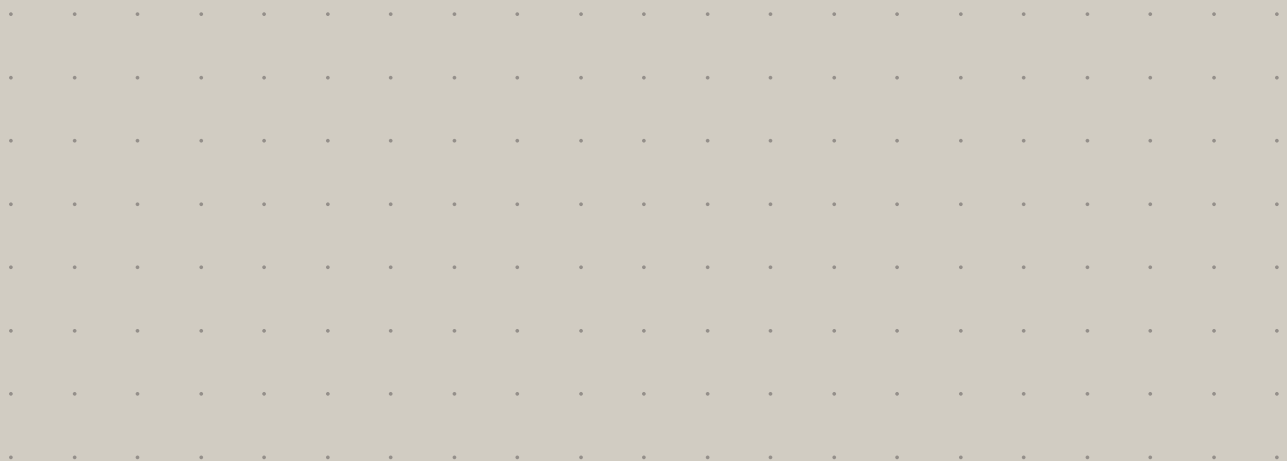
Our commitment to sustainability and reducing your carbon footprint.

## Responsible & ethical AI

Ensuring Artificial Intelligence is developed and implemented in responsible and ethical ways, as we set out in AI for good and Future Computed.



# Committing to action: Codec's strategic priorities in detail <sup>1</sup>



<sup>1</sup> All target years referred to in the Codec Sustainability Strategy action plan are financial years, consistent with the existing Codec planning and strategy cycle.



# Community & environment

## SDG 11 – Sustainable cities & communities

- Achieving net zero carbon emissions by 2030
- Effective environmental management of our workplaces
- Driving meaningful community programmes

### Overview

Codec operates out of six locations across Europe – Dublin, Belfast, Turkey, Germany, Poland and Malta. We employ over 255 people from over 25 countries from around the world. The company's main headquarters is in Hyde House in Dublin, where prior to the Covid-19 pandemic 80% of our employees were based. We currently operate a blend of on-site and from-home working.

**255**

Employees

**25**

Countries of origin

**Offices**

In six locations  
internationally



The Codec Sustainability Strategy is designed to ensure that we avoid harm to the natural environment from our activities and that we act as a force for good in our local communities. We have committed to being a net zero carbon emissions business by 2030. This will involve an absolute reduction to zero of our Scope 1 and 2 emissions, from our electricity and gas use onsite and which we are already measuring and monitoring. It also includes a decrease and offset of our Scope 3 emissions. We have identified our main Scope 3 from Codec business travel (i.e., all work-related travel beyond regular workplace travel and commuting), on-site waste and, more recently, work-from-home emissions. Our first step in Scope 3 reduction will be to quantify our impact in these areas in order to set reduction targets; we are committed to reducing and off-setting business travel while the measurement phase is ongoing.

Our carbon reduction targets will be supported by our environmental management targets for our headquarters in Hyde House. We are implementing a new Environmental Management System, designed to ISO 14001 and which we will present for independent audit and certification in 2023. This will consolidate our management of energy, water, waste and biodiversity in Hyde House, enable us to identify any gaps in our measuring and monitoring and push us to set meaningful annual objectives.

The Codec Sustainability Strategy also identifies where we can have the greatest positive impact in the communities in which we are based. It mobilises our strengths in services and in employee engagement to define and develop a coherent community programme, which includes consolidating and expanding our existing community coding programme and engaging in partnerships to develop tech and digital solutions for social good.



## What we have done to date

- Measured our Scope 1 & 2 carbon emissions
- Established Community Coding workshops with Ruhama, where over 30 women have attended coding classes and received training from volunteer Codec staff members
- Created an Codec OpenHive beehive in Co. Kildare
- Installed urban biodiversity pollinator projects in our offices to attract bees and other insects back into our cities
- Deployed Codec teams to volunteer at beach cleans with the An Taisce Clean Coast campaign
- Introduced a paperless policy in Codec offices





# Codec & Ruhama - skills partnerships for social good

## Who we partnered with

Ruhama is an Irish NGO that offers nationwide support to women impacted by prostitution, sex trafficking and other forms of commercial sexual exploitation. Codec, led by co-CEO Fiona Daly and her colleagues Christina Matier, Owen McLaughlin and Stephen Walsh, have partnered with Ruhama to develop coding workshops for Ruhama clients where Codec use their coding skills to tutor and mentor the clients.

## What we delivered

The Codec team designed and delivered a series of coding workshops that introduced the learners from Ruhama to coding skills and, in response to the interest and demand from those enrolled in the early course, expanded the course to offer more advanced workshops in website design, gain certification and advance to further learning. The workshops delivered included a Beginner's Vital Information Communication Technology Course and series of Coding for Website Design workshops. Codec also donated five laptops to support the women enrolled in the course in practicing their skills as they learned.

## The impact we had

Over 30 women took part in the first round of workshops, with further courses planned. A number of students from the initial round of workshops were offered internships with Codec and have gone on to employment with Codec. Building on the success of the Ruhama collaboration, Codec have recently partnered with Flourish NI, an organisation in the North of Ireland working with individuals affected by human trafficking, to deliver a programme of workshops and coding learning supports in the North.



# What we will do

	Action	KPI	Target Date	Impact Level
Net Zero Carbon Emissions by 2030	Reduction of Scope 1 & 2 Emissions to Zero from 2021 baseline <sup>2</sup>	Reduce Scope 1 & 2 Emissions by 50% by 2025	2030	Do more
		Zero Scope 1 & 2 Emissions by 2030		
		100% of electricity sourced from verified green sources by 2023		
	Measurement, reporting and reduction of Scope 3 emissions	Report on Scope 3 emissions from business travel, waste and digital footprint from both on-site and work from home (using Microsoft Emissions Tool) from 2023 onwards		
		Business travel emissions never to rise above 30% of 2019 levels; remaining emissions to be offset through a Gold Standard provider from 2023		
		Working-from-home emissions reduced from 2023 baseline by at least 80% by 2030 through a combination of education and tech management		
		Waste-to-landfill/ incineration reduced by 50% of 2021 level by 2025 and reduced to zero by 2030; Recycling rate of 60% by 2025 and 80% by 2030		
	Report on carbon emissions with the Carbon Disclosure Project (CDP) from 2024			
Environmentally Sustainable Management of building and operations	Sustainable management of building and supply chain	Achieve ISO 14001 accreditation for Environmental Management of main offices in Hyde House, Dublin, by 2023	2023	Do more
	Involvement of employees in sustainable planning & action	Adopt a sustainable procurement policy, working towards ISO 20400 by 2030 or sooner		
		Establish an Employee Green Team to drive awareness and engagement with the implementation of this Strategy		

<sup>2</sup> Scope 1 & 2 emissions figures listed in Appendix 2





	Action	KPI	Target Date	Impact Level
Embed best practice climate risk assessment in governance and planning	Effectively evaluate the climate-related risks and opportunities to our business to better inform our strategic planning	Publish a Codec climate risk assessment which is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) Framework	2024	Know more
	Participate in Partnerships using technology to solve societal challenges	Become a member of the Microsoft Ireland Alliance for Good to share and develop Codec's experiences on tech engagement for Social Good, through Codec's community coding work with Ruhama and Flourish NI	2023	Be more
Be an exemplar in sustainable community relations	Formalise and measure impact of community engagement programmes	Publish a community investment policy formalising Codec's community engagements and support programmes, including priority areas and partners and condition under which support is provided	2023	Do more
		Codec employees given one working day per year to volunteer on Codec community initiatives. Uptake tracked and reported annually from 2023		
		The number of beneficiaries of Codec's Ruhama and Flourish NI partnerships to double by 2025 from 2021 baseline		
	Contribute to national efforts to protect and enhance biodiversity habitats and food sources	Undertake at least one pollinator-friendly action per year and report under existing membership of the Pollinator Plan for Businesses	2023	Do more



# Competence & customers

## SDG 9 – Industry, innovation & infrastructure

- Putting the Microsoft Partner Pledge into action
- Developing Codec sustainability solutions
- Embedding sustainability in client services

### Overview

The Codec Sustainability Strategy is driven by the same purpose that drives our whole business – to provide excellence in service. It makes sense to us that we use our strengths in service and innovation to deliver for the planet and society in the same way that we deliver for our customers. Therefore, we are committing to meeting targets in delivering sustainability solutions and services to our customers as well as to developing our internal innovation capacity to identify and address sustainability challenges. We will do this through our Codec Labs innovation structure and through targeted use of existing Microsoft sustainability tools.

Codec is a key strategic Gold Partner of Microsoft Ireland, providing advanced solutions and services across the entire Microsoft suite. Codec will use Microsoft Sustainability Solutions to measure, report and set sustainability targets for its own operations as well as to support customers to measure their own emissions and to identify where Codec customers can reduce their emissions impact. As signatories to the Microsoft Ireland Partner Pledge, we are also committed to developing a simple and effective reporting template to allow us to evaluate and share our annual progress against our pledged actions.





## What we have done to date

- Created Dynamics 365 for Water Utilities (PURUS), a modern and innovative system designed to help water utility companies manage business processes efficiently and effectively and to support them in the safe and sustainable management and delivery of water supplies to customers and communities.
- Developed Codec Labs, our formal innovation structure, to drive creativity and innovation and identify and deliver on opportunities for clients.
- Signed the Microsoft Ireland Partner Pledge, demonstrating our commitment to working with Microsoft in becoming ambassadors for digital skills, advocates for responsible and ethical AI, leaders committed to building a diverse and inclusive tech sector and an environmentally sustainable future for our planet.





# Purus - A Codec Labs solution for sustainable utilities management

## The issue we identified

Water demand has grown significantly in recent times with factors like climate change, growing migration flows and limits to water supplies playing a key role in how water resources are managed. Through our innovation hub, Codec Labs, we worked with National Water Utilities to design a solution for water utilities management that delivered efficiency gains and reductions in their environmental impact for water utilities providers.

## What we delivered

To help water utility companies provide effective service to water users, Codec Labs developed Dynamics 365 for Water Utilities (PURUS). Purus is a centralised solution that provides consistency of processes and data across the multiple business areas within the organisation, helping water utility companies achieve better operational results, deliver on efficiencies and drive sustainability improvements.

## The impact we had

We centralised environmental and consumption data within Purus to ensure comprehensive environmental compliance reporting. Purus ensures commitment to sustainable development by driving transparent reporting and aiding a greener, more positive environmental influence. Purus also guides users through Trade Effluent licence permitting and renewal process from end to end using an intuitive solution and ensures a greener process by replacing manual spreadsheets and tracking capacity treatment and discharge limits online.



## What we will do

	Action	KPI	Target Date	Impact Level
Employ Microsoft Sustainability Solutions in achieving Codec's sustainability goals	Use Microsoft Sustainability Solutions in internal operations	Use Microsoft Emissions Impact Dashboard to calculate and report Codec emissions from Microsoft 365 services	2023	Know more
		Use Microsoft Cloud for Sustainability to record, report and review actions of the Codec Environmental Management System		
Promote sustainability solutions to clients and customers	Embed sustainability objectives and options in client relations & communications	Quantify and report data on efficiencies and sustainability impacts delivered as part of client services	2023	Do more
		Include sustainability case studies and/or services in communications, sales decks and contracts		
	Use Microsoft Sustainability Solutions in client services	Promote the use of Microsoft Emissions Impact Dashboard in all new client contracts to quantify and identify ways of reducing business digital carbon footprint	2023	Be more
Partner for innovation and sustainable service delivery	Deliver targeted innovative sustainability solutions and services	Build a sustainable accelerator in Codec Labs to promote sustainability solutions, identifying two possible solutions per year	2023	Be more
		Launch an employee brainstorming network as part of the sustainable accelerator to feed into innovation and client solutions		
	Produce formalised reporting on the Microsoft Partner Pledge	Develop and publish a practical template for reporting progress in actions taken annually under Microsoft Ireland Partner Pledge	2023	Know more



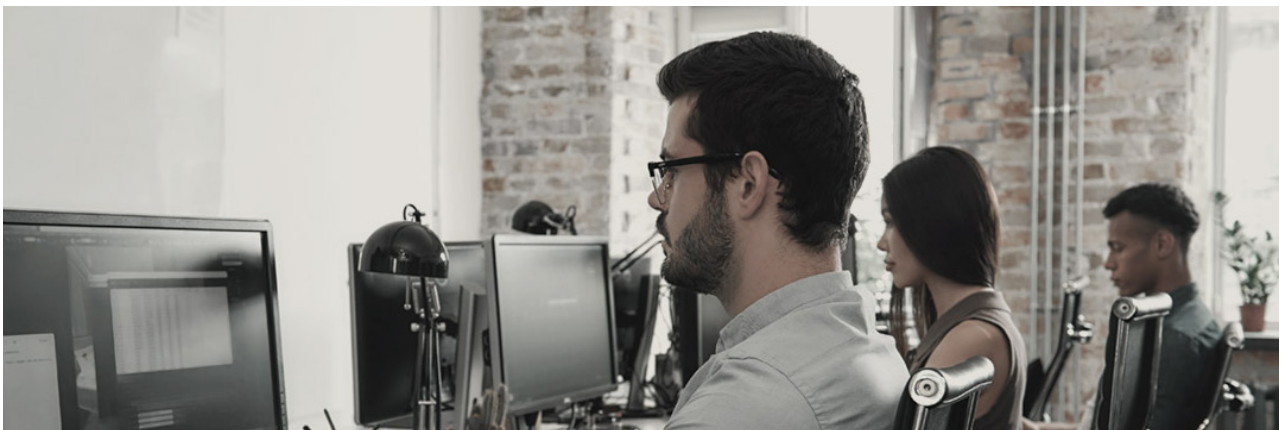
# Culture & people SDG 8 – Decent work & economic growth

- Diverse and inclusive hiring and practice
- Upskilling & empowering employees
- Sustainable pension investment

## Overview

In Codec we have been committed to Diversity & Inclusion in our hiring practices, operations and employee engagement for over 20 years. In the Codec Sustainability Strategy we codify our Diversity & Inclusion actions to date and set ourselves new, ambitious targets to ensure that respect for all and equality of opportunity is embedded in our policies and procedures.

This strategy also sets out our targets for employee sustainability education and engagement. The Codec Sustainability Strategy is designed with our employees in mind and includes measures to promote their well-being, to safeguard their work-life balance and to contribute to their professional development as well as to support them in sustainability awareness and action as members of our wider communities and society. This includes addressing the sustainable and ethical investment of Codec pension funds.





## What we have done to date

- Provided unconscious bias training for Codec employees and specialised Diversity & Inclusion Training for HR staff.
- Organised Employee Engagements events, including annual Pride and International Women's Day Events and monthly social events celebrating the various countries of origin of the Codec team.
- Provided senior leadership mentorship through the 30% Club, a global campaign supported by Board Chairs and CEOs of medium and large organisations, committed to achieving better gender balance at leadership levels and throughout their organisation for better business outcomes. Two Codec employees are mentees in the 30% Club programme.
- Developed a Menopause Policy that recognises that women may need additional consideration, support and adjustments during perimenopause and throughout and after the menopause.
- Promoted 'returnships' for women who have left the company for family reasons; established an active parents' group, which meets on a regular basis with our HR department to highlight any issues and concerns and to contribute suggestions to ensure our give-and-take flexible working policy works for all.
- Been awarded the Bronze Diversity Mark NI for our achievements in promoting Diversity & Inclusion across company Operations.
- Trained and reskilled people in need of support through our community coding initiative with Ruhama. We also provide internships and have recently hired a staff member through this programme.



# What we will do

	Action	KPI	Target Date	Impact Level
Diverse & Inclusive hiring and practice	Formalise inclusive workplace policies	Publish a Codec Demographic Data & Action Plan	2023	Know more
		Sign the Business in the Community Elevate Inclusive Workplace Pledge		
		Publish a Working from Home and Blended Working Policy that promotes sustainability and wellbeing		
	Achieve gender parity across all levels and locations by 2030	Move from 2021 baseline of 30% female headcount to 34% by 2023, 40% by 2027 and parity by 2030	2030	Do more
		Report annually on Gender Pay Gap from 2023		
	Implement Inclusive Hiring through the Codec Bridge-to-Work Scheme	Provide two internships per year through the Bridge-to-Work programme with Ruhama and Flourish NI	2023	
Train employees on accessibility and inclusion policy and practice	Microsoft Accessibility Fundamentals training to be offered to all employees and participation rates to be recorded and reported			
Supporting Women in Digital through Codec operations	Support Women in Leadership	Minimum of two Codec mentors and two mentees per annum in the 30% Club; participation in annual WeConnect international events and in monthly WeConnect huddles	2023	Do more
Sustainable Pension Investment	ESG-aligned pensions	Switch to ESG-aligned pension programme by the end of 2023		
Upskill & Empower Employees on Sustainability	Implement a Codec Employee Engagement Sustainability Programme	Employee engagement sustainability programme offered to all employees from 2023 onwards	2023	Know More & Do More
		70% or more of Codec employees feel encouraged to make sustainable changes at work <sup>3</sup>		
		70% or more of Codec employees understand how their role contributes to Codec sustainability actions and impact <sup>4</sup>		

<sup>3</sup> From a baseline of 56% as captured in the Change By Degrees Employee Sustainability Awareness Survey in April 2022. To be measured and monitored through a targeted question included in the annual Codec Employee Engagement Survey.

<sup>4</sup> From a baseline of 49% as captured in the Change By Degrees Employee Sustainability Awareness Survey in April 2022. To be measured and monitored through a targeted question included in the annual Codec Employee Engagement Survey.





# Governance

The Codec Sustainability Strategy embeds sustainability in Codec operations and planning both through our clear and ambitious action plan and in our governance structures. Just as our strategic priority areas of Community & Environment, Competence & Customers and Culture & People are designed to incorporate environmental, social and economic sustainability across all our operations and relationships, so too have we developed a governance structure to ensure sustainability is mainstreamed into our planning, decision-making and reporting.

## Structure

Codec's sustainability priorities are championed by our senior leadership team, which includes the two company directors. The senior leadership team (SLT) is responsible for setting the sustainability direction for Codec, for defining objectives and for overseeing action. The SLT is supported in the implementation of actions and the realisation of objectives by the Sustainability SteerCo, composed of representatives from across all main departments in Codec. The Sustainability SteerCo guides the implementation of the strategy through assigned actions in the Codec Sustainability Action Plan, monitors progress on action and implementation and reports review findings to the SLT.

The consolidated Codec Sustainability Action Plan, as included in Appendix 1 below, allocates responsibility for delivery on actions for each one of our sustainability objectives. The Codec Audit Committee and the Corporate Social Responsibility (CSR) Committee have responsibility for the implementation and monitoring of several of our key strategic actions, including the environmental management of our buildings and operations and our community engagement programmes. These actions and objectives of the Audit and CSR Committees will be identified by, reported to and reviewed through the Codec Sustainability SteerCo.

The Codec Sustainability Action Plan includes among its objectives the establishment of a Codec Employee Green Team. The Green Team will be composed of volunteer employees from across various levels and departments and will be supported by the Codec Sustainability SteerCo in engaging Codec employees in sustainability action and awareness and in identifying opportunities for Codec employees to make a difference in the workplace and wider community and to contribute to Codec's sustainability direction and decision-making.



# Reporting

The Codec Sustainability Strategy sets out Codec's priority actions for the period 2022-2025, working towards ambitious 2030 targets. We will report annually on our progress on the Codec sustainability objectives and actions ahead of a full strategy review in 2025. Our annual review process will include a progress update on all the actions and indicators included in the Codec Sustainability Action Plan, including annual publication of our Scope 1 and 2 emissions and of our actions under the Microsoft Partner Pledge.

The Codec Sustainability SteerCo will be responsible for compiling the annual Sustainability Progress Report and submitting this to the SLT. The Audit and CSR Committees will contribute by reporting to the Sustainability SteerCo on the actions assigned to them in the Codec Sustainability Action Plan, as set out in Appendix 1. Sustainability planning and reporting will be incorporated into the company objectives, strategic planning and reporting structures to ensure that our sustainability priorities are embedded in all our operations and planning.





# Appendix 1: Codec Sustainability Action Plan

	Action	KPI	Target date	Assigned to
Net Zero Carbon Emissions by 2030	Reduction of Scope 1 & 2 Emissions to Zero from 2021 baseline <sup>5</sup>	Reduce Scope 1 & 2 Emissions by 50% by 2025	2030	Head of Bid Management with oversight from the Audit Committee
		Zero Scope 1 & 2 Emissions by 2030		
		100% of electricity sourced from verified green sources by 2023		
	Measurement, reporting and reduction of Scope 3 emissions	Report on Scope 3 emissions from business travel, waste and digital footprint from both on-site and work from home (using Microsoft Emissions Tool) from 2023 onwards		
		Develop and introduce a business travel and commuting policy by 2023		
		Business travel emissions never to rise above 30% of 2019 levels; remaining emissions to be offset through a Gold Standard provider from 2023		
		Working-from-home emissions reduced from 2023 baseline by at least 80% by 2030 through a combination of education and tech management		
		Waste-to-landfill/ incineration reduced by 50% of 2021 level by 2025 and reduced to zero by 2030; Recycling rate of 60% by 2025 and 80% by 2030		
	Report on carbon emissions with the Carbon Disclosure Project (CDP) from 2024			

<sup>5</sup> Scope 1 & 2 emissions figures listed in Appendix II



	Action	KPI	Target date	Assigned to
Environmentally Sustainable Management of building and operations	Sustainable management of building and supply chain	Achieve ISO 14001 accreditation for Environmental Management of main offices in Hyde House, Dublin, by 2023	2023	Audit Committee
		Adopt a sustainable procurement policy, working towards ISO 20400 by 2030 or sooner		
	Involve employees in sustainable planning & action	Establish an Employee Green Team to drive awareness of and engagement with the implementation of this Strategy	2023	CSR Team
Embed best practice climate risk assessment in governance and planning	Effectively evaluate the climate-related risks and opportunities to our business to better inform our strategic planning	Publish a Codec climate risk assessment which is aligned with the Task Force on Climate-related Financial Disclosures (TCFD) Framework	2024	Finance Department
Be an exemplar in sustainable community relations	Participate in Partnerships using technology to solve societal challenges	Become a member of the Microsoft Ireland Alliance for Good to share and develop Codec's experiences on tech engagement for Social Good, through Codec's community coding work with Ruhama and Flourish NI	2023	Codec Ruhama/ Flourish NI Project Manager
	Formalise and measure impact of community engagement programmes	Publish a community investment policy formalising Codec's community engagements and support programmes, including priority areas and partners and condition under which support is provided	2023	CSR Committee
		Codec employees given one working day per year to volunteer on Codec community initiatives. Uptake tracked and reported annually from 2023		
		The number of beneficiaries of Codec's Ruhama and Flourish NI partnerships to double by 2025 from 2021 baseline		
Protect and enhance biodiversity habitats and food sources	Undertake at least one pollinator-friendly action per year and report under existing membership of the Pollinator Plan for Businesses			



	Action	KPI	Target date	Assigned to
Employ Microsoft Sustainability Solutions in achieving Codec's Sustainability goals	Use Microsoft Sustainability Solutions in internal operations	Use Microsoft Emissions Impact Dashboard to calculate and report Codec emissions from Microsoft 365 services  Use Microsoft Cloud for Sustainability to record, report and review actions of the Codec Environmental Management System	2023	QA & Change Practice Lead/Audit Committee
Promote sustainability solutions to clients and customers	Embed sustainability objectives and options in client relations and communication	Quantify and report data on efficiencies and sustainability impacts delivered as part of client services	2023	Head of Bid Management
	Use Microsoft Sustainability Solutions in client services	Promote the use of Microsoft Emissions Impact Dashboard in all new client contracts to quantify and identify ways of reducing business digital carbon footprint	2023	Head of Bid Management / QA & Change Practice Lead
Partner for innovation & sustainable service delivery	Deliver targeted innovative sustainability solutions and services	Build a sustainable accelerator in Codec Labs to promote sustainability solutions, identifying two possible solutions per year	2023	Senior Leadership/ QA & Change Practice Lead
	Produce formalised reporting on Microsoft Partner Pledge	Develop and publish a practical template for reporting progress in actions taken annually under Microsoft Ireland Partner Pledge	2023	Senior Leadership



	Action	KPI	Target date	Assigned to
Diverse & Inclusive hiring and practice	Formalise inclusive workplace policies	Publish a Codec Demographic Data & Action Plan	2023	HR
		Sign the Business in the Community Elevate Inclusive Workplace Pledge		
		Publish a Working from Home and Blended Working Policy that promotes sustainability & well-being		
	Achieve gender parity across all levels and locations by 2030	Move from 2021 baseline of 30% female headcount to 34% by 2023, 40% by 2027 and parity by 2030 Report annually on Gender Pay Gap from 2023	2030	
	Implement Inclusive Hiring through the Codec Bridge-to-Work Scheme	Provide two internships per year through the Bridge-to-Work programme with Ruhama and Flourish NI	2023	
	Train employees on accessibility & inclusion policy and practice	Microsoft Accessibility Fundamentals training to be offered to all employees and participation rates to be recorded and reported		
Supporting Women in Digital through Codec operations	Support Women in Leadership	Minimum of two Codec mentors and two mentees per annum in the 30% Club; participation in annual WeConnect international events and in monthly WeConnect huddles	2023	
Sustainable Pension Investment	ESG-aligned pensions	Switch to ESG-aligned pension programme by the end of 2023	2023	Finance Department
Upskill & Empower Employees on Sustainability	Implement a Codec Employee Engagement Sustainability Programme	Employee engagement sustainability programme offered to all employees from 2023 onwards	2023	HR
		70% or more of Codec employees feel encouraged to make sustainable changes at work <sup>6</sup>		
		70% or more of Codec employees understand how their role contributes to Codec sustainability actions and impact <sup>7</sup>		

<sup>6</sup> From a baseline of 56% as captured in the Change By Degrees Employee Sustainability Awareness Survey in April 2022. To be measured and monitored through a targeted question included in the annual Codec Employee Engagement Survey.

<sup>7</sup> From a baseline of 49% as captured in the Change By Degrees Employee Sustainability Awareness Survey in April 2022. To be measured and monitored through a targeted question included in the annual Codec Employee Engagement Survey.



# Appendix 2: Codec scope 1 & 2 emissions reporting

	Scope 1 emissions (tCO2)	Scope 2 emissions (tCO2)
2021	28.8	33





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