



Draft Supplier Code of Conduct 2025

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Introduction from our CEO

I am proud of the work that this organisation does in public sector recruitment. I am also proud of the commitment we have made to the health, safety and wellbeing of our staff, our selection of board members and our customers.

Our Supplier Code of Conduct provides a framework which incorporates living our ethics and values. We are committed to doing the right thing in the right way in all aspects of our work.

We also have a responsibility to promote a culture of honesty, ethics, integrity, sustainability and respect through our behaviours and the decisions we make. We want to live our values and to do business with suppliers who share our values and operate in a responsible and sustainable manner.

Corporate sustainability starts with an organisation's value system and a principles-based approach to doing business. This means operating in ways that, at a minimum, meet fundamental responsibilities in the areas of human rights, labour, environment and anti-corruption.

By incorporating the Ten Principles of the UN Global Compact into our Supplier Code of Conduct, and establishing a culture of integrity, we are endeavouring to uphold our basic responsibilities to people and the planet, but also setting the stage for long-term success.

Suppliers are key to delivering our services and by agreeing to operate within this Code they will be contributing to our shared vision and to delivering on this commitment.

Margaret McCabe
Chief Executive

Purpose and Scope

This Supplier Code of Conduct sets out the way in which we and our suppliers will behave towards each other. It is not intended to be legally enforceable or to create any legal obligations or rights or to undermine contractual or procurement rules, although some of the expectations form part of other legislative requirements.

The term supplier refers to vendors, contractors, consultants and any other providers of goods and services to publicjobs.

We all have a duty to act in an ethical, respectful and professional manner in compliance with relevant legislation, standards and guidelines. While the Code sets out the minimum standards we expect, we would encourage suppliers to go beyond them and expect similar standards from their suppliers.

It sets out the behaviours we expect of each other and will help us all carry out our responsibilities in a safe and ethical manner and in a way that is compliant with relevant legislation, regulations, guidelines and our own policies and procedures.

We expect our staff to treat suppliers fairly and with respect and to work with them to build trusting, collaborative and constructive working relationships. We expect suppliers to treat our staff and our other customers in the same way and to work with us to deliver for the public.

Number of Clients 89	Number of Suppliers 324
Number of Candidates 718,297	Number of Staff 310



Who We Are - publicjobs

publicjobs, is the independent centralised recruitment, assessment and selection body for the Irish Civil Service. We also provide recruitment services for various Public Service bodies including the Health Service Executive, the Local Government Sector and An Garda Síochána. We recruit for a range of positions and the people we recruit have a lasting and significant impact on the economic and social development of Irish society and the lives of the people of Ireland. We are committed to ensuring that our public service reflects the diversity of society that it serves by attracting candidates from all sectors of society to career opportunities in the Public Service.

Recruitment to the civil service and a range of other public bodies operates under the provisions of the Public Service Management (Recruitment and Appointments) Acts, 2004 to 2013. We operate under licence from the Commission for Public Service Appointments (CPSA) and are independent in our operations. We continuously strive to meet all the requirements of the [CPSA Codes of Practice](#) and all activity is underpinned by a set of core and meaningful values.

The work of publicjobs ranges from traditional large volume recruitment and selection competitions, administrative, technical and professional positions to tailored selection processes for senior professional and management positions including senior roles in the Local Authorities, leadership positions and Medical Consultant roles for the HSE, trainees for An Garda Síochána, and a range of Head of Office and senior posts in the Civil and wider Public Service. We also provide candidates for consideration by Ministers for appointments to State Boards through the State Boards process.

Our mission

Our mission is to recruit a diversity of people for the public service with the talent, character & commitment to deliver for Ireland.

Relevant Policies and Commitments

We publicly commit to having a zero-tolerance stance on bribery and corruption as a vital aspect of upholding our ethical standards to our candidates and client organisations, our staff, our Minister (for Public Expenditure, NDP Delivery and Reform), service providers and the public. This is bolstered by an internal organisational culture of integrity, in adherence to an adopted policy for preventing and handling fraud and corruption.

We have a range of policies in place in this area, including:

Fraud and Anti-Corruption Policy

This policy sets out the role of everyone working with or in publicjobs for detecting and reporting suspected fraud or breaches of ethical standards. It covers financial and asset related fraud, fraudulent activity in relation to recruitment and selection processes and breaches of the Ethics or Standards in Public Office legislation. It includes definitions, responsibilities of all staff/managers and parties engaging with us, how to report issues and how we will conduct investigations, and the potential consequences for those who commit fraud or engage in unethical behaviour. It defines the controls in place, including a culture which includes high standards of personal and professional conduct, communications around unacceptable behaviour, training and the range of other controls in place.

Code of Corporate Ethics

The policy aims to make expected ethical standards clear across all organisational activities to ensure we are independent and impartial in our operations and that all individuals (of whatever ability, culture, class or belief) will be treated with respect and to ensure we avoid any discriminatory practices and ensure the provision of equal opportunity. The policy supports a fair, open and collaborative way of working and the exercise of responsibility and accountability in all decisions and actions at every level. It also supports sustainability and pursuit of excellence. It sets out how we uphold all organisational values, including Trust, Leadership, Innovation, Excellence, Customer Focus and Inclusion.

Code of Business Conduct

This policy supports the highest standards of integrity in publicjobs. It includes the process for managing potential conflicts of interest across all of our activities and the process for declaring any benefits received and ensuring no unjust enrichments are accepted. The policy clearly sets out the requirement for confidentiality in all roles and in dealing appropriately with the information to which we have access. It sets out the obligations on staff and Board Members and how complaints can be made.

Protected Disclosures Policy

This Policy ensures compliance with the Protected Disclosures Act 2014 (the Act). This Act provides a robust statutory framework within which workers can raise concerns regarding potential wrongdoing that have come to their attention in the workplace, in the knowledge that they can avail of significant employment and other protections if they are penalised or suffer any detriment from doing so.

Guidelines for staff on the Code of Standards and Behaviour

This policy sets out guidance for staff specific to our work to ensure compliance with the Civil Service Code of Standards and Behaviour, including ensuring high standards are maintained in terms of probity, service delivery and customer service. It reinforces the requirement that staff cannot accept payment or look for gifts/hospitality for carrying out services and that there is a requirement to achieve value for money in all transactions; it puts limits on the types of gifts and hospitality which can be accepted. It emphasises the need to protect the reputation of the organisation at all times, including on social media. It highlights the restrictions put on outside engagements/ employment by staff after their role in the organisation finishes. Staff must also read the full Code which sets out the requirements on all civil servants in terms of expected behaviour and the standards to be maintained.



Our Values and Behaviours aligned with UN Principles

It is critical to us that our values are demonstrated in our organisational behaviours, including:

The principle of justice being observed in the avoidance of all discriminatory practices and the provision of equal opportunity.

The organisation meeting all of its legal obligations and fully complying with all relevant Codes and Guidelines, with the management of risk embedded in all of our activities.

Organisational activity, including administration, being conducted in a fair, open and collaborative manner.

Responsibility and accountability being exercised in all decisions and actions at every level to ensure that the best use of resources is achieved.

We acknowledge that we share both a natural and a cultural environment with a wider community and affirm our commitment to respect and nurture those environments.

The pursuit of excellence will be encouraged in every field of activity with the aim of improving standards of service to clients and the population of Ireland in general.

We are also aligning the Ten Principles of the UN Global Compact with this Supplier Code of Conduct, in order to establish a culture of integrity, uphold our basic responsibilities to people and the planet, and to set the stage for long-term success.

We uphold the following organisational values.



TRUST

- We value the trust placed in us to deliver a timely & excellent service and we have trust in our stakeholders and colleagues
- We take pride in our history and will maintain the office's reputation for fairness, independence and probity
- We always act with integrity, uphold the highest ethical standards and safeguard the confidentiality of all aspects of our process
- We respect the resources entrusted to us, working to reduce our environmental impact

In order to uphold these values and aligned with the **UN principle of Anti-Corruption**

Expectations:

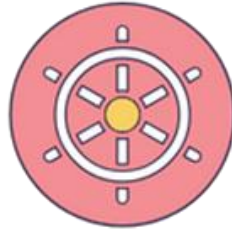
- Suppliers should work against corruption in all its forms, including extortion and bribery and implement appropriate measures to ensure its activities are conducted in compliance with the Criminal Justice (Corruption Offences) Act 2018 and other applicable anti-corruption legislation.
- We will work constructively and collaboratively with our suppliers and expect you to invest in your relationship with us and establish trust with our staff and other suppliers involved in delivery.
- It is essential that suppliers safeguard the integrity and security of their digital and communication systems and comply with national and EU guidance and directives in this area. Suppliers must inform us and the National Cyber Security Centre if they become aware of any cyber security incidents that affects or has the potential to affect our data. You must adhere to The National Cyber Security Bill 2024 the legislative vehicle for the transposition of the Network and Information Security Directive EU 2022/2555 (NIS2 Directive).
- We expect rigorous observance of our health and safety procedures including reporting any health and safety risks and expect our suppliers to provide a safe work environment and to

abide by applicable laws and regulations.

- We expect our suppliers to mitigate appropriately against any real or perceived conflict of interest through their work with us. A supplier with a position of influence gained through a contract should not use their position to unfairly disadvantage any other supplier or reduce the potential for future competition, for example by creating a technical solution that locks in the suppliers own goods or services. We expect you to disclose any personal relationships that would impact on your work with us.
- We expect you to manage your suppliers appropriately to mitigate supply chain risks.
- We expect you to undertake all business activities in compliance with Irish and EU Competition Law and to refrain from anti-competitive arrangements.
- We expect you to ensure the protection of personal data and other sensitive information and to take appropriate measures to ensure your activities are carried out in accordance with the GDPR and relevant data protection legislation
- We expect you to take appropriate measures to secure and protect all confidential information in relation to your relationship with publicjobs.
- We expect you to undertake all business activities with care for the environment and in compliance with applicable environmental laws and regulations.
- Ensure employee working hours and pay rates comply with national laws and industry standards.

We would also encourage you to:

- Achieve certification to a recognised standard in occupational health and safety management.
- Optimise your use of natural resources and minimise the generation of waste.
- Seek to secure raw materials from fully traceable and sustainable resources.
- Respect the rights of employees to join, or refrain from joining, worker organisations.



LEADERSHIP

- We embrace our unique role in the public service and as recruitment professionals equip ourselves to support individuals and organisation to reach their full potential
- We share our insights and experience and work with colleagues across the public service to achieve high performance and the ability to adapt to the changing workplace
- Our people show leadership at all times, particularly in times of challenge

In order to uphold these values and aligned with the **UN principle of Human Rights:**

Expectations:

- We are committed to providing a safe, supportive and productive environment for everyone to operate to their best of their ability. We are all personally accountable for delivering our work safely, securely and in an environmentally responsible way and expect the same from our suppliers, including: Leaders accountable for setting clear direction in these areas. Managers and staff responsible for leading by example and demanding the highest standards.
- We expect our suppliers to be committed to acting ethically and with integrity in all their business dealings and relationships and to implement and enforce systems and controls to ensure this.
- Provide uniformly applied expectations of behaviour of all employees, to protect dignity and respect in the workplace.
- Provide clear and uniformly applied disciplinary and grievance procedures including prohibiting mental, physical or verbal abuse to colleagues.
- Ensure as a manager/leader that you are adhering to working hours in accordance with regulation.

We would also encourage you to:

- Strive for a supply base that is inclusive and diverse and to demonstrate leadership in this area.
- Support the health and wellbeing of your employees, stakeholders and any sub-contractors.
- Inform your employees and subcontractors of their protections under the Protected Disclosures Act 2014 and encourage reporting of suspected wrongdoings as soon as possible.

publicjobs aims to adhere to the highest standards of openness and transparency and is a proud member of Transparency Ireland and we would encourage all suppliers to adhere to the highest standards in this area.



- We embrace change and see challenges as opportunities for improvement and growth
- We value and support curiosity and trying new approaches
- We are innovative and actively review our services and processes to support continuous development
- We aim to be an organisation that is agile and can flex with an ability to respond to external factors

In order to uphold these values and align with the **UN principle of the Environment:**

Expectations:

- Suppliers should support a precautionary approach to environmental challenges.
- You should undertake initiatives to promote greater environmental responsibility.
- You should encourage the development and diffusion of environmentally friendly technologies.
- We expect you to collaborate with us to help reduce our environmental impacts (including carbon reduction, energy consumption, travel, water consumption, and operational waste).
- Ensure that initiatives have received sufficient ethical consideration with regards to impacts on fundamental rights, safety and the environment.

We would encourage you to:

- Publish a written environmental sustainability policy.
Achieve certification in respect of Environmental Management.



EXCELLENCE

- We expect and strive for excellence in everything we do
- We achieve and deliver value for money
- We seek to adopt the latest technologies and most advanced thinking to optimise our performance
- We support each other and are committed to our ongoing professional development to deliver excellence in recruitment and selection
- We set high standards for service delivery and are comfortable with challenge

In order to uphold these values and align with the **UN principles on the Environment**:

Expectations:

- We expect our suppliers to assist us in understanding and reducing supply chain impacts on our environment.
- We expect our suppliers to be open and transparent in reporting on any environmental impact of their products or services.
- We receive significant public funds to carry out our statutory duties and fulfil our mission. We have a duty to ensure that we avoid unnecessary loss or waste of this money and to prevent inefficient or wasteful use of funding. We are committed to the highest principles of public stewardship of the funding received and to use it effectively in delivering successful outcomes.

Everyone has a part to play, including:

Adhering to our policies on ethical behaviour, disclosing any potential relationships with suppliers and declaring any gifts/hospitality received.

Complying with systems of control, authorisation and reporting any activity that doesn't look right.

- We deliver our mission in conjunction with our clients, regulator, governing department and supply chain / wider stakeholders. We cannot tolerate corrupt practices and expect suppliers will not tolerate such practices:
 We will never give or accept bribes, illegal payments or inappropriate gifts or entertainment.
 We all have a responsibility to ensure fair and open competition and transparency in our business dealings.
 We will act appropriately and lawfully in our external interactions.
- Our supplier contracts require contractors to comply with all applicable anti-slavery and human trafficking laws and regulations and codes and to include compliance in their contracts with their own sub-contractors.

In terms of sustainability, we aim beyond compliance towards excellence and exceed minimum compliance and would encourage our suppliers to do so too.



CUSTOMER FOCUS

- We are a demand-led organisation and the customer (clients, candidates and people of Ireland) is at the centre of everything we do
- We aim to provide our clients with excellent service, collaborating with them to meet their recruitment needs
- We aim to provide candidates with a positive experience whatever the outcome
- We communicate with our customers, listen to and value their feedback

In order to uphold these values:

Expectations:

- It is important the contracts with our suppliers meet the needs of service users. We will work together with suppliers to meet the needs of our customers and will work with suppliers to ensure they understand these needs.
- We expect you to explain the principles of this Code to your staff and any sub-contractors.

We would encourage you to:



INCLUSION

- We recognise and value diversity and embrace opportunities to demonstrate inclusive leadership
- Our workplace is an inclusive environment where everyone is treated with dignity, respect and courtesy
- Our services and processes support everyone to achieve their true potential
- We strive to appeal to diverse audiences, attracting them to public sector careers

Expectations:

- Suppliers should support and respect the protection of internationally proclaimed human rights; and make sure that they are not complicit in human rights abuses.
- Suppliers should uphold the freedom of association (and right to disassociate) and the effective recognition of the right to collective bargaining; the elimination of all forms of forced and compulsory labour; the effective abolition of child labour; and the elimination of discrimination in respect of employment and occupation.
- Our staff and those of our suppliers have a right to respectful treatment. We will not tolerate discrimination, harassment or victimisation in the workplace or in relation to service delivery. We expect our suppliers to provide the same commitment, including to their own employees and adhere to equality legislation including the Employment Equality Acts and Equal Status Acts.
- We and our suppliers must comply with applicable human rights and employment law. Suppliers must have a robust means of ensuring subcontractors in their supply chains also comply. We expect you to ensure that modern slavery or human rights abuses are not taking place in your supply chain.
- Everyone has a right to be treated with dignity and respect and have a workplace which is free from discrimination, harassment, bullying and violence. This means we:
 - Take responsibility for our behaviour, considering the mental health and wellbeing of others;

Treat people with dignity and respect;
 Foster an inclusive environment without prejudice or discrimination;
 Value different views. If we need to challenge, we do it constructively and through the appropriate channels of communication;
 Are aware of conscious bias as well as the possibility of unconscious bias;
 Know that inappropriate behaviours have no place in our working environment.
 We therefore expect a similar approach from all suppliers.

We believe that everyone should be able to contribute their own strengths and experience to our mission. This is why we promote diversity and inclusion and the overall mental health and wellbeing of us all. We would encourage our suppliers to do so too.

We are committed to an inclusive, safe and ethical workplace as demonstrated in our Code of Business Conduct and our Code of Corporate Ethics. We expect all suppliers to act ethically and with integrity in their business with publicjobs and to ensure human rights abuses are not occurring in their business or in their supply chains.



Reporting Concerns

Reporting concerns helps us maintain a culture of integrity in which we trust and hold each other to account. You should raise concerns, trusting that they will be treated seriously and acted on.

If suppliers become aware of any suspect unethical or unlawful activity or behaviours that discriminate or breach our policies, please report it to the Head of Corporate Services (catherine.dobbins@publicjobs.ie) or the Head of Finance (aileen.tuliani@publicjobs.ie).

If staff are concerned or unsure about something they have become aware of, they should ask for advice from their line manager, or a senior manager, the Head of People and Culture or the Head of Compliance.

We do not tolerate retaliation, victimisation or discrimination against anybody who raised a concern. We are a participant in the Integrity at Work programme, a Transparency International (TI) Ireland initiative and has signed the Integrity at Work Pledge. This is a public commitment to protect anyone who raises a concern of wrongdoing from being penalised; to take action in response to those concerns; and to signpost them to sources of guidance and support including the Speak Up Helpline operated by TI Ireland.

Individuals who report 'relevant wrongdoing' in accordance with the Protected Disclosures Act 2014 may avail of significant employment and other protections if they are penalised or suffer any detriment from doing so.

Drafted by: *Oonagh Perrem and Catherine Dobbins – 12th November 2024*

Review by: *ESG Governance Sub-Group & Partnership*

Approval by: *Executive Team 14th May 2025*

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Tagraíonn 'poistphoiblí' don tSeirbhís um Cheapacháin Phoiblí, a bunaíodh faoin Acht um
Bainistíocht na Seirbhíse Poiblí (Earcaíocht agus Ceapacháin) 2004-2013

publicjobs refers to Public Appointments Service established under the Public Service
Management (Recruitment and Appointments) Act 2004-2013