

## Voluntary Code of Conduct for Recruitment and Executive Search Firms

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### **1. Succession Planning**

Support chair and nomination committees in developing medium-term succession plans. Help identify the balance of experience and skills that they will need to recruit for over the next 2-3 years to maximise senior management and board effectiveness.

### **2. Diversity goals**

Be aware of overall senior management and board composition. In the context of the organisation's agreed goals on diversity, determine where to prioritise gender balance in recruitment.

### **3. Defining briefs**

Recruitment and search firms will ensure that appropriate weight is given to relevant skills, underlying competencies and personal capabilities and not just proven career experience.

### **4. Long lists**

Recruitment and search firms will endeavour to have at least 30% of the candidates from either gender on long lists.

### **5. Candidate support**

Provide appropriate support, in particular to first-time candidates, to prepare them for interviews and guide them through the selection process.

### **6. Supporting candidate selection**

Advise clients on how to run their interview process to demonstrate required rigour and professionalism and avoid unconscious bias.

### **7. Embedding best practice**

Ensure the Code of Conduct is effectively communicated internally and externally and implement effective monitoring processes to ensure compliance.

### **8. Sharing of data**

Within the spirit and regulations of Data Protection legislation, share information on gender composition during recruitment and promote successful case studies.

**List of signatories to the Voluntary Code of Conduct:**

Accreate Executive Search  
Amrop  
Ardlinn  
BDO Recruitment  
Brightwater Recruitment  
CareerWise Recruitment  
CPL Resources Plc  
Cronin Partners International Search  
Dalríada Executive Search and Selection  
Diversity Search  
Elevate Selection  
Executive Connections  
GMB Executive Search & Selection  
Harvey Nash  
Hays  
KPMG Executive Search and Selection  
Lansdowne Executive Search  
MERC Partners  
Mullins Cuddihy & Associates  
O'Connor Executive Search  
Paragon Executive  
Principal Connections  
Public Appointments Service  
PwC  
RFC Executive  
SRI-Executive  
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