

THE FOUNDATION FOR INVESTING IN COMMUNITIES SUSTAINABILITY REPORT 2013

SUSTAINABILITY



Business in the

Community

Ireland

ABOUT THIS REPORT

We issue our sustainability report to communicate our economic, social and environmental impacts and aim to inspire other organisations of similar size to do the same.

This year's report is using the guidelines of the new Global Reporting Initiative **GRI 4.0 Core In Accordance** framework. Sustainability reporting is a continuous process, and this is our second year implementing the GRI requirements. We aim to develop and improve our capabilities and compliance year-on-year. We conducted a materiality assessment to determine what issues are the most material to our organisation in 2013, and there have been no significant organisational changes since. Issues are prioritised based on their importance to the organisation, the staff and their perceived importance to external stakeholders. Our GRI Indicators were chosen based on the organisation's ability to influence them i.e. areas where improvements could be made. For a list of GRI indicators reported on in this report see Appendix 2 GRI G4 Content Index for "In Accordance" Core. Reporting on previous actions and goals for 2014 are in Appendix 1.

REPORT SCOPE AND BOUNDARY

This report covers all operations of *The Foundation for Investing in Communities*, namely *The Community Foundation for Ireland and Business in the Community Ireland*. The reporting period is from January 2013 to December 2013.

Report written and coordinated by our *Down to Earth* sustainability committee.





Tina Roche,
Chief Executive,
Business in the
Community Ireland
and The Community
Foundation for Ireland
2014



Business in the
Community
Ireland

MESSAGE FROM OUR CEO, TINA ROCHE

The Foundation for Investing in Communities is a values based organisation, and our behaviour is led by our values ...

“We, with passion and visionary leadership, inspire and support individuals, business and organisations to fulfil their potential. We act with integrity, professionalism and collegiality. Enjoying the challenge! “

As the CEO, I am proud of the work that we continue to do in the *Foundation for Investing in Communities*, which has such a wide-ranging positive impact on our society. Our talented, energetic and committed employees have allowed us to grow our impact year on year. In 2013, we continued to go from strength to strength, and some of the highlights that I am particularly proud of include:

The Community Foundation for Ireland

Through the generosity of donors and through income from our long term endowed funds, in 2013 €3.5m was distributed through a wide range of grants – a record to date. Cumulative grant-making by The Community Foundation for Ireland has surpassed €16m since its establishment in 2000 and over €7.5m in the past three years alone. In 2013 we established a fund for €3m raising our endowed funds to €35m.

Business in the Community Ireland (BITCI) - Our Business Network

Our membership grows stronger every year and we welcomed 10 new corporate members in 2013 adding Abbvie, Amgen, Davy, BAM, Friends First, Arup, Barclays, Mayson Hayes & Curran, RTÉ and Kellogg's. Our year end membership survey showed that our 66 network members would recommend network membership and rated us as a highly trusted adviser in sustainable & responsible policies and programmes.

In 2013, three member companies were awarded the prestigious Business Working Responsibly Mark for the first time. These were Bord Gáis Networks, Deloitte Ireland and Boots Retail Ireland. Continuing to display leadership through renewal of the Mark were CRH, Microsoft Ireland, Intel Ireland and ESB.





The Schools' Business Partnership

Our education programme continues to be recognised as a best practice initiative on an international scale. The Czech Republic continues to replicate our model, and we were approached by educational leaders in India to assist them to pilot it there.

"Time to Read", a literacy enhancement programme, was officially launched in 2013 following a successful pilot and post pilot phase. A formal evaluation of the programme by a leading educationalist identified the significant impact this literacy programme is having on children, their families, their communities and on the business volunteers.

Ready for Work >

EPIC
EMPLOYMENT FOR PEOPLE FROM
IMMIGRANT COMMUNITIES

Employment Programmes

Our employment programmes continue to make an enormous positive impact on the lives of people with high barriers to employment. During 2013, 136 programme participants were placed into employment.

We continue to demonstrate leadership by identifying innovative responses to acute social needs, and 2013 saw the preparation to launch the *Sli Beatha* programme, a business-mental health employment services partnership.



Influencing policy to drive positive change

Government policy is one of the key drivers of change within society. Working with our network of business members and Department of Jobs, Enterprise and Innovation, we proactively engaged in the development of and the consultations on Ireland's National Action Plan on Corporate Social Responsibility.



Excellence Through People

2013 saw us receive an outstanding score of 89% in the Excellence Through People standard, demonstrating our commitment to being a best practice workplace for our employees.



Leadership in the charities sector

2013 was a challenging time in the charities sector and we are proud to lead the way in best practice by complying with the Governance Code for community, voluntary and charitable organisations in Ireland.

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1. INTRODUCTION

The Foundation for Investing in Communities was established in 2000 and is the parent organisation of The Community Foundation for Ireland and Business in the Community Ireland. All three organisations are registered charities (CHY no: 13966, 13967 and 13968 respectively). The headquarters is situated in the heart of Dublin at 30/31/32 Lower O'Connell Street, with staff throughout the country. As a national organisation, the Foundation for Investing in Communities works across Ireland delivering positive social and business impact.



Our Patron is
Michael D.Higgins,
President of Ireland

1.1. Our Boards of Management

The Community Foundation for Ireland and Business in the Community Ireland each has their own Board of Management. Our Board members are drawn from Ireland's eminent individuals within leading companies and organisations. Their commitment and expertise has supported our strong leadership and best practice governance.



CFI Board Members 2013



Louis FitzGerald
Chairperson



Barry Connolly



Mike Gaffney



Brian Geoghegan



Richard George



Sr. Marian Harte



Eamonn Heffernan



Máire O'Connor



Dr. Brian Keogh



Anna Lee



John Rockett

Visit <http://www.foundation.ie/> to read more about our Board.

BITC Board Members 2013



Kieran McGowan
Chairperson



Padraig Mc Manus
Vice Chair



Debbie Smith



Michael Crothers



Richard George



Bernie Gray



Patricia Callan



Aengus McClean



Aileen O'Toole



Maurice Pratt



John Reynolds



John Trethowan



Tony Hanway



Heidi Lougheed

Visit www.bitc.ie to read more about our Board.

1.2. Our Structure

The two organisations share services. The CEO, Finance, Marketing, reception and facilities support both CFI and BITCI. See Figure 1 below for the 2013 organisational chart.

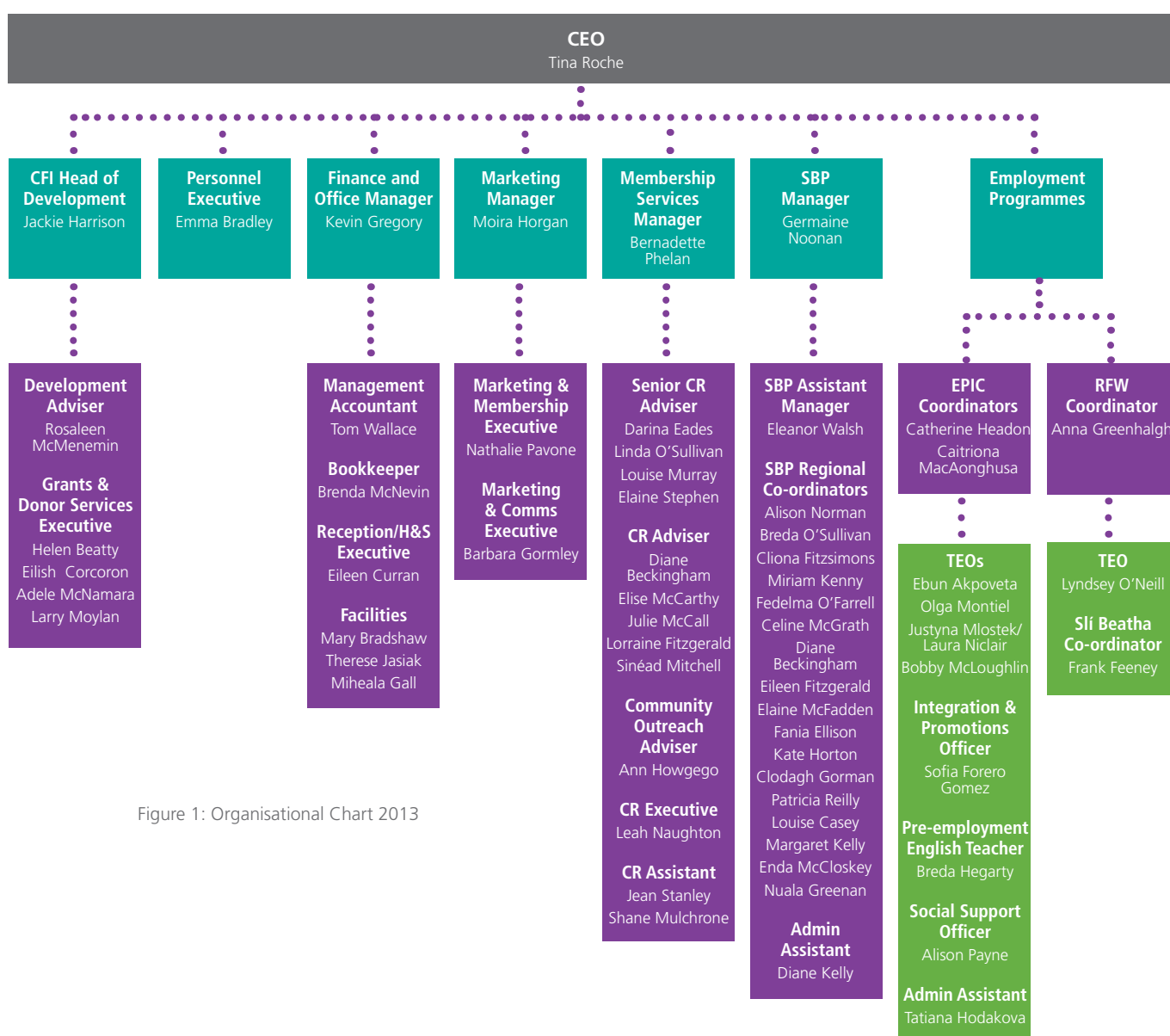


Figure 1: Organisational Chart 2013

Principle 1	Principle 2	Principle 3	Principle 4	Principle 5
Leading our organisation	Exercising control over our organisation	Being transparent and accountable	Working effectively	Behaving with integrity

Figure 2: Principles of the Governance Code

1.3. The Governance Code

The Foundation for Investing in Communities is in full compliance with the



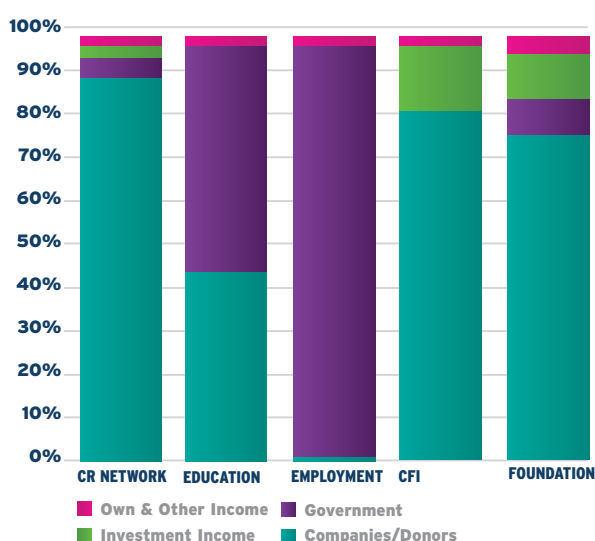
Governance Code for community, voluntary and charitable organisations. A review of our organisation's compliance with the principles in the code was conducted based on an assessment of our organisational practice against the recommended actions for each principle as outlined above. Our organisation is committed to the standards outlined in these principles (Figure 2). We commit to reviewing our organisational practice against the recommended actions for each principle each year.

Our Governance Code is fulfilled through our two Boards of (CFI and BITCI) with both meeting approximately six times per year. The Boards both have a Finance, Audit, Investment and Governance (FAIG) sub-committee, which have the absolute discretion and authority to consider any financial and governance activity at the request of the Board. Emoluments are not paid to Directors. A Chief Executive is appointed by the Directors to manage the day-to-day operations of the charity. In addition, a Grants Review Panel also meets at least three times per annum in CFI as well as a Professional Adviser sub-committee, established during 2008, which meet four times per year. All financial accounts are prepared by the management accountant and are reviewed by the Finance Manager and audited independently. All accounts are prepared in accordance with the Statement of Recommended Practice 2005, Accounting and Reporting by Charities (SORP).

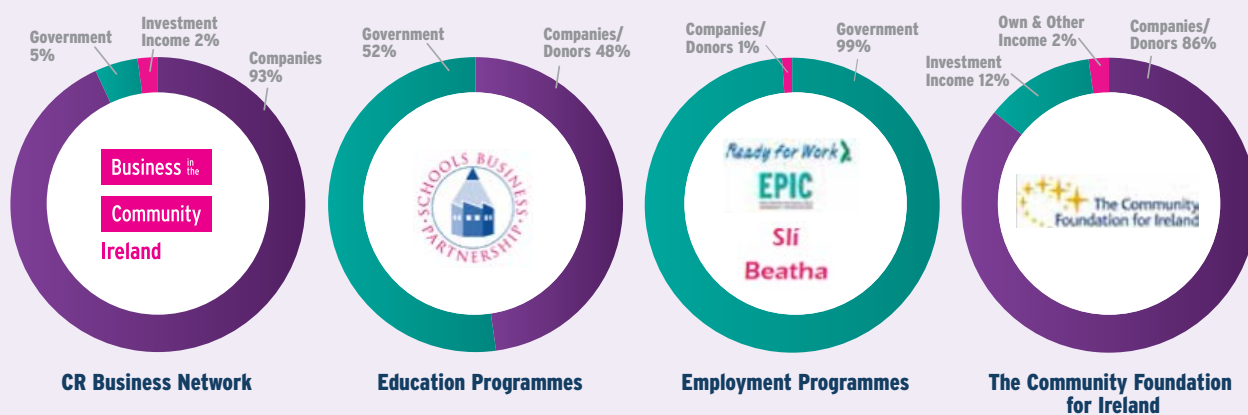
1.4. Financial Overview

Our organisation is funded from a range of private donations, public funding and philanthropic means, including membership donations under the BITCI business membership network and government support for our social inclusion programmes. A proportion is also generated from investment income as well as a small percentage of our own income. See summary opposite.

% Funding Income



Funding overview 2013



A summary of our income and expenditure for 2013 is provided in the table below

	Incoming (A)	Outgoing (B)	Total (A+B)
Incoming resources ¹	€10,761,000		
Operating costs		€898,000	
Employee compensation		€1,962,000	
Donations and other community investments ²		€3,586,000	
Retained Earnings ³		€1,892,000	
Payments to capital providers		€0	
Payments to government		€0	
Direct Economic Value Generated and Distributed (Total)			€19,099,000

¹Incoming resources includes €8,607,000 of donations for charitable causes, of which €3,108,000 is for an endowment fund from which grants are made on investment income. This also includes €855,000 government funding, which supports the EPIC programme, Schools' Business Partnership and Ready for Work

²These relate to CFI grants to a wide range of community groups and charities

³Retained earnings include a requirement by the Board to build up reserves for 9 to 12 months activities to ensure proper governance

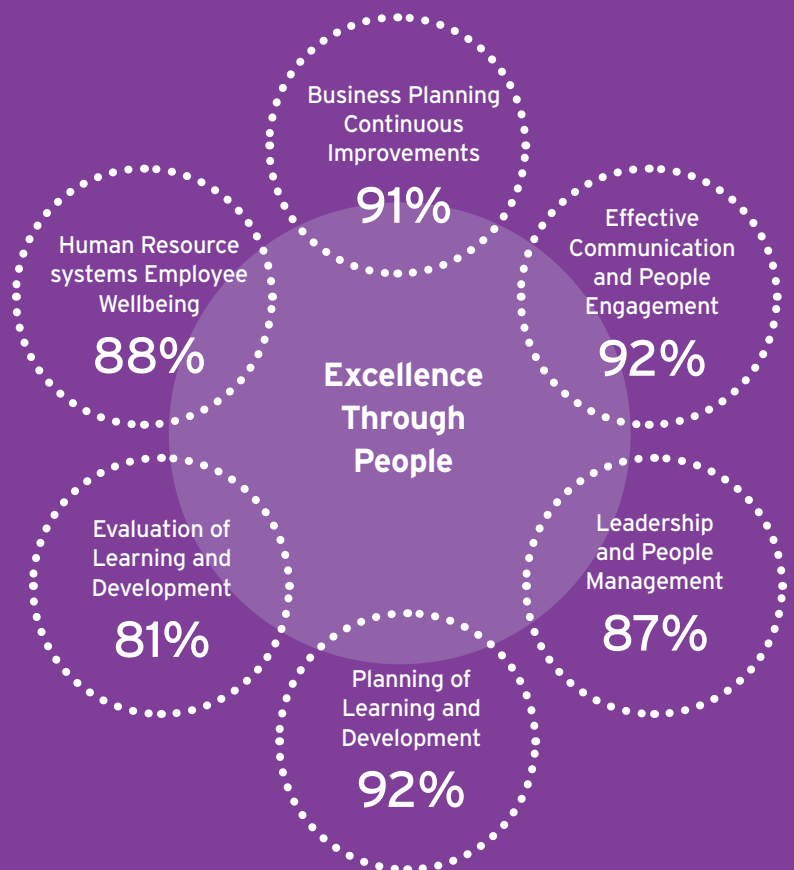
2. OUR WORKPLACE

Our philosophy is that people are at the heart of who we are, driving the organisational mission. In 2013 we had 26 full time and 32 part time staff, demonstrating a range of flexible working practices for an organisation of our size. Our priority is to build our staff's capacity and capability and to motivate, engage and secure their commitment to our mission and values.

2.1. Excellence Through People

Excellence Through People (ETP) is Ireland's national standard for Human Resource Management certified by the National Standards Authority of Ireland (NSAI). This standard is dedicated to people and their role in organisational effectiveness. We were one of only 38 organisations that received the award in 2013. Our organisation achieved an overall 89% in the Excellence Through People award. Areas that will receive further attention in 2014 were identified based on a slight drop in the 2013 survey. "Work pressures" and "personal development" will be on the agenda for the ETP Committee throughout 2014.

The following sections outline some of the policies and practices that have allowed us achieve our high standard in Excellence Through People. During 2014 will we work to maintain our best practice, and seek to progress our areas for development.





2.1.1 Annual Employee Survey

To build high levels of engagement and ensure two-way communication with our staff, we conduct regular staff assessments. We have an internal committee with members from each organisational team, who lead on conducting an annual staff survey, and this is a critical way to ensure all voices and perspectives are heard. The 2013 Survey had a response rate of 93% which is an 11% increase in engagement in comparison to previous staff surveys. The key findings from the survey were;

96% of staff said that they would recommend us as a good employer

96% of staff agreed that internal communications and knowledge is shared openly
24% improvement from 2012

98% of staff are satisfied with internal communications

92% of staff said that they understand the organisation's values and **90%** agreed that the organisation lives its values

92% of people agreed that the organisation promotes diversity in the workplace

92% of staff feel that the organisation promotes an environment of health and safety and wellbeing

2.2. Internal Communications - Staff Newsletter

Our staff newsletter is an important mode of internal communication due to the geographical spread of staff. It aims to keep everybody engaged and informed about developments and achievements in the organisation. The newsletter is organised by the Marketing and Communications team and is distributed every two months.

2.3. Training and Development

We are committed to the continued training and development of all our staff members. The average training per person is 4.5 days. Every employee has a personal development plan which is reviewed annually.

4.5
Average days of training per year

2.4. Health & Safety

During 2013 our Health and Safety Committee did notable work in ensuring all preventative measures were in place and are well communicated to all staff. Staff undergo a number of training sessions, including an ergonomics assessment (if working from the office or at home). Regrettably, one workplace injury occurred in 2013 as a result of a fall, which resulted in absence from work. Corrective and preventative measures were put in place.

2.5. Employee Volunteering

Our volunteering policy allows employees with over one year's service to avail of up to two days to volunteer their time and expertise on issues or a cause of their choice.

22.6
Total employer supported volunteering days

During 2013 our staff spent a total of 22.6 days volunteering. The time was spent on a number of good causes. Many participated in the Time-to-Read programme with the Central Model School near to our office in the city centre. Other volunteering was taken up at Glasnevin Educate Together, Young Social Innovators, Jobcare, Volunteer Ireland, RAG and Dublin City Volunteer Centre.



2.6. Diversity of our People

We have a high level of diversity in our people with 10 different nationalities being represented amongst our staff in 2013. Our cultural diversity impacts positively on our mission by bringing varied knowledge, views and opinions, and very much supports delivery of our employment programmes. Our vibrancy and innovation as a place to work is underpinned by our cultural diversity.

We recognise areas where the organisation is less diverse, most notably in regard to gender diversity. Our Board of Directors in BITCI is made up of a male majority, due to the practice of having member company CEOs on our board. Our employee proportion is approximately a 9:1 female to male ratio. As a small organisation, it is challenging to effect change in this area, and we are conscious that these ratios need to be examined and will seek to implement positive changes where possible. In 2014 CFI plans to explore the recruitment of a younger board members under 35.

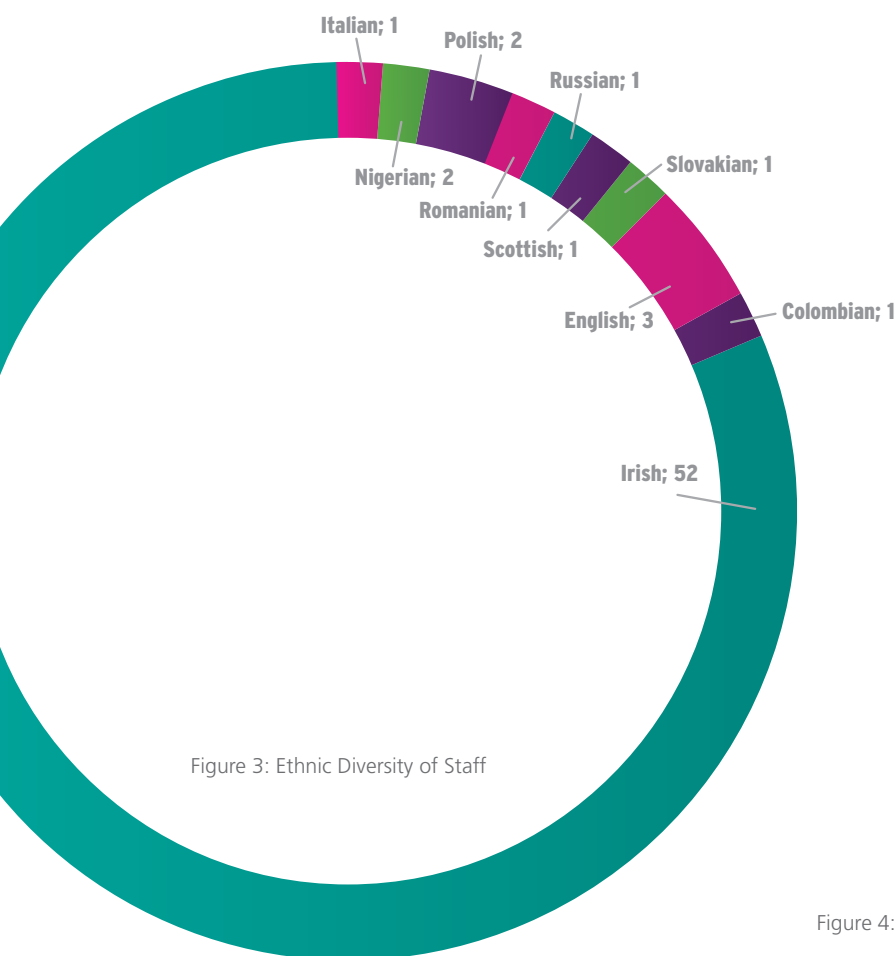
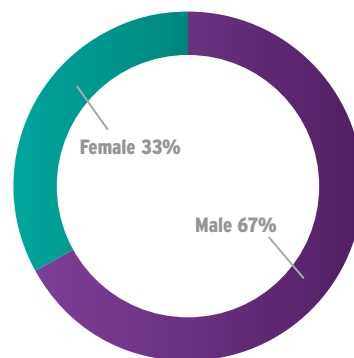
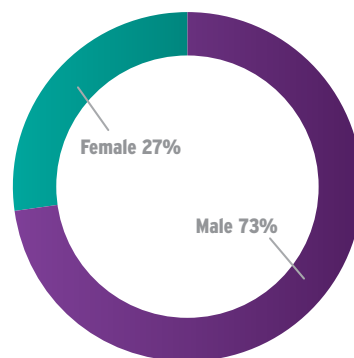


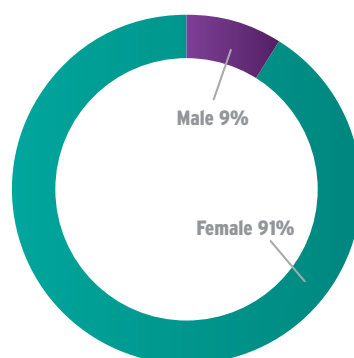
Figure 3: Ethnic Diversity of Staff



Board of BITCI



Board of CFI



Employees

Figure 4: Gender diversity across the organisation

3. Our Marketplace



The *Foundation for Investing in Communities* is a unique entity and the primary mission of all activities and programmes is to create positive impacts for society through a range of actors. Key market stakeholders are our network member companies, our employment programme clients, the Schools' Business Partnership schools, pupils, teachers and companies, and our donors and grantees. In all our service areas, we aim to achieve maximum impact on our priority issues and operate to a high level of service excellence. We actively seek feedback from our stakeholders by carrying out formal and informal evaluations, and apply this information to ensure continuous improvement of our programmes and support services.



3.1. The Community Foundation for Ireland (CFI)

The Community Foundation for Ireland empowers people who want to make a difference through a



model of philanthropy that is based on trust, effectiveness and impact. Charitable funds can be set up at CFI and we facilitate consistent, thoughtful, planned charitable giving. Since 2000, we have a proven track record of empowering donors who want to make a real difference in their communities by tackling social issues effectively. We have a dedicated and committed staff with **extensive experience** of grant-making in Ireland and overseas. We have a strong commitment to ensuring that CFI attains **impeccable standards of governance and transparency** and follows best international practice. We make giving **fast, efficient and rewarding**, as well as **cost effective** for our donors.

Over the years, we have consolidated strong relationships with over 3,000 non-profit organisations at a national, regional and local level throughout Ireland. We have formed strong partnerships with many organisations, including a number of trusts and foundations. We have built a track record of experience and expertise in grant-making and philanthropy, including:

An endowed fund	Dedicated and committed staff
Ensuring we have funds for long-term grantmaking	Extensive experience of grant-making in Ireland and overseas
Commitment to impeccable standards	Commitment to continuous improvement
Following best international practice on governance and transparency	Always learning in relation to grant-making

During 2013, CFI had the following service impact;



3.1.1 Stakeholder Engagement in CFI

We ensure regular and consistent engagement with all our stakeholders to ensure that we stay proactive and reactive to the needs of local communities. How we engage;

- **Community and Voluntary Sector** - Meet with experts regularly
- **Beneficiaries** - Regular project visits
- **Other trusts and foundations** - Meet with experts regularly
- **Donors** - Surveys, reports, and one-to-one, outcome reports
- **Professional Advisers** - Newsletters & steering groups, adviser meetings, one-to-one support
- **Grantees** - Surveys, reports, and one-to-one support

In order to ensure donor and grantee satisfaction, we regularly ask our clients to complete evaluation forms. The feedback from 2013 showed a consistent level of satisfaction with *The Community Foundation for Ireland* services.

WHAT OUR GRANTEES SAID IN 2013

Grantee overall level of satisfaction

Excellent

69% ✓✓✓✓

Good

30% ✓✓✓

Average

1% ⬅

Grantee experience compared with other foundations/grant-making bodies

Better

69% ✓✓✓✓

About the same

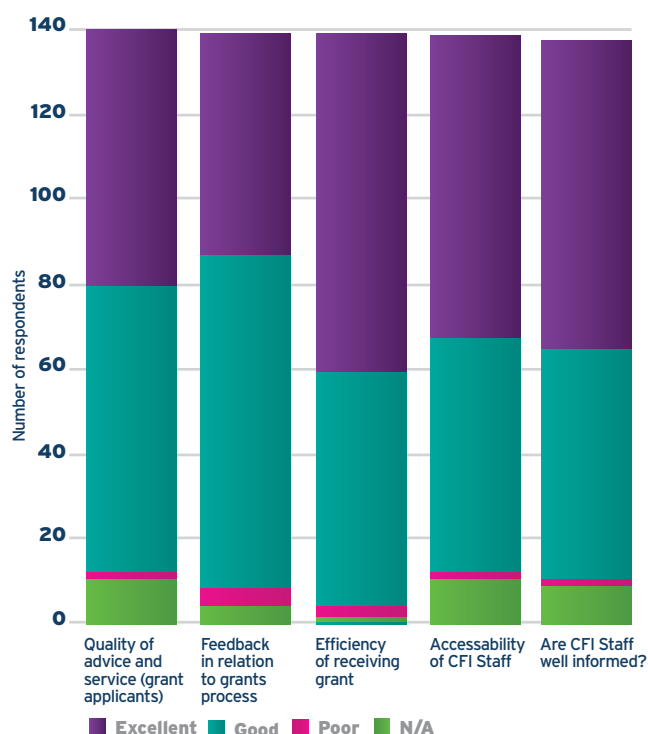
31% ✓✓✓⬅

Worse

0%

Grantee: "The Community Foundation has one of the most easily accessible and transparent grant schemes I have encountered"

Rating of advice received in relation to grants



WHAT OUR DONORS SAID IN 2013

Rating of advice and information received prior to setting up fund

Excellent

61% 

Good

39% 

Average

0%

Overall level of satisfaction with CFI services on fund management

Excellent

70% 

Good

26% 

Average

3.7% 



Donor: "The Foundation fulfils our giving needs 100%"

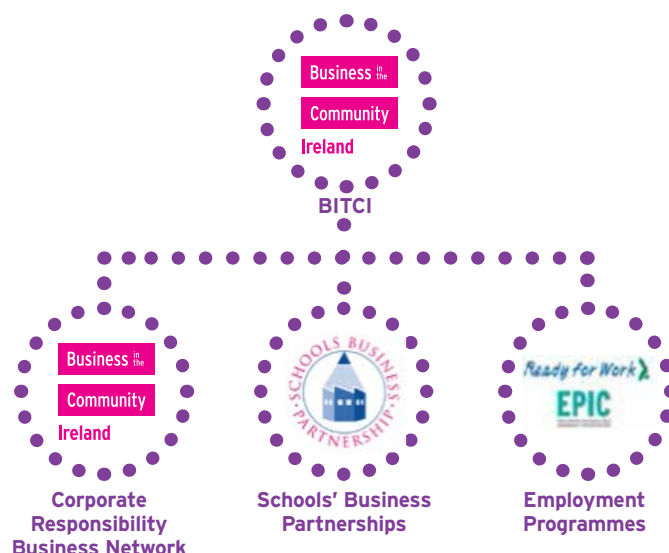
Under Caring Communities €70,000 helped establish an action research inquiry led by a diverse group of older people. Its focus is on the distinctive role that elders can play in promoting social change for a more just and equal Ireland.

3.2. Business in the Community Ireland (BITCI)

Business in the Community Ireland Limited (BITCI) is Ireland's business network for corporate responsibility and provides advice and support to leading companies in Ireland.



We operate a Membership Services Team, a Schools' Business Partnership Programme and Employment Programmes and work with large companies from across all sectors and engage with a range of stakeholders in the community and voluntary sector. The following diagram outlines the work of BITCI:



BITCI supports the United Nations Global Compact, which is the largest corporate responsibility initiative in the world. We are also engaged in the CSR Europe Network, which is actively shaping the business and political agenda on sustainability and competitiveness in Europe.

3.2.1 Corporate Responsibility Business Network

Membership of the business network is drawn from Ireland's most progressive companies. We support our members to manage, measure and report on their key organisational impacts, and set strategic targets for continuous improvement. We help our members communicate their responsible business practice in a way that their customers, competitors and the government understand. We advise and support our members on a one-to-one basis. We deliver a network events programme to facilitate shared learning and exchange of best practice and carry out research and analysis of evolving trends and issues in corporate responsibility.

OUR MEMBERS: NETWORKS OF LEADING COMPANIES



THE 2013 NEW JOINERS



Highlights for 2013 include:

10 new members, with a total of 66 corporate network members

11 companies have achieved The Business Working Responsibly Mark

Delivered 26 events comprising workshops and seminars in Dublin and Cork

Year 4 of our Business Impact Map

Stakeholder Engagement Working Group published a Stakeholder Engagement Report

Responsible Business Week raised awareness of responsible and sustainable business practices

Hosted 2 CEO events; in October our biggest CEO event had 140 attendees

Conducted benchmark reviews with a large sample of members on **environment practices**

The Business Working Responsible Mark is Ireland's only certification for sustainable and responsible business practice, and in 2013 Deloitte Ireland, Bord Gáis Networks and Boots Retail Ireland achieved the standard bringing a total of 11 companies with certification. The Business Working Responsibly Mark is leading the way in how companies measure, manage and communicate their corporate responsibility, and we work with our members to apply this framework to their policies and practices.

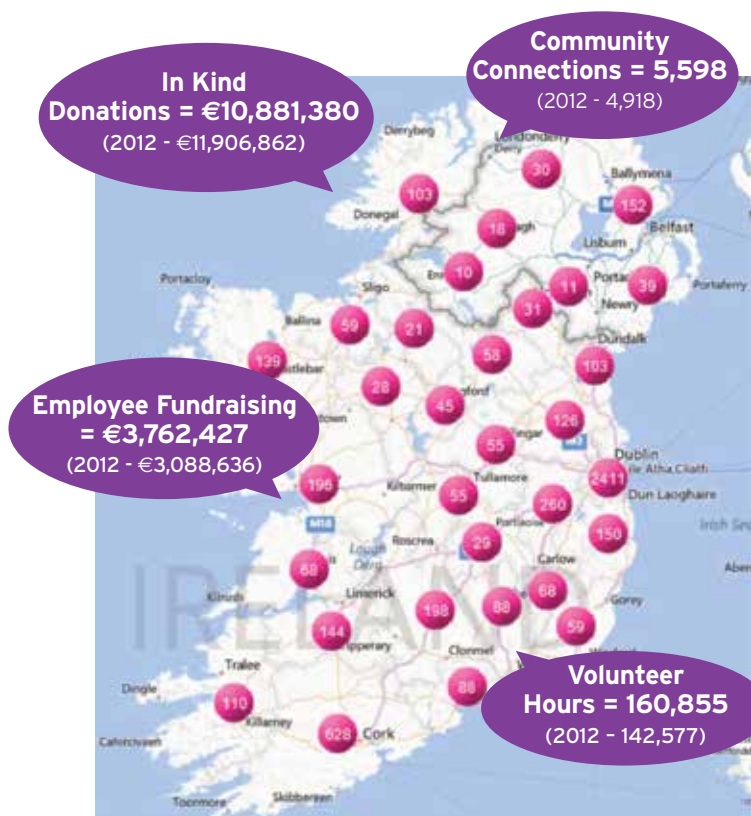
We conduct an annual membership survey to monitor our performance and allow for constructive feedback to improve how we engage and work with our members.





Mapping Community Impacts in 2013

Our Business Impact Map communicates the geographical spread and range of social impacts of our member companies throughout Ireland. In 2013, 51 of Ireland's largest companies participated in the Map, and below shows how they supported community groups and organisations to address key social issues and causes.



3.2.2 The Schools' Business Partnership (SBP)

Established in 2001, The Schools' Business Partnership (SBP) programme develops mutually beneficial links between schools and businesses at local level, with a view to supporting the Government's overall strategy on educational inclusion. This volunteering and employee engagement programme is having enormous impact on families and communities around Ireland.

For this programme, BITCI works in conjunction with the Department of Children & Youth Affairs' *School Completion Programme*. The programme targets 212 of the 730 post primary schools that have a higher than average student dropout rate. SBP operates by matching targeted schools with a local company to form a partnership. The SBP programme has six action areas as outlined below mainly designed for secondary schools. The new "Time to Read" literacy programme for primary schools was officially launched in 2013 following a successful pilot and post pilot phase over three years.

Skills @ Work Provides students with a unique insight into the world of work.	Student Mentoring Encourages students to stay in school, increases self-esteem and awareness of the workplace.	Management Excellence for Principals Senior business leaders sharing their expertise and experience with educational leaders.
Management Excellence for Teachers Senior business leaders sharing their expertise and experience with teachers.	STEM Seeing is Believing for science & technology teachers.	Time to Read Literacy programme for primary schools provides children with the opportunity to receive reading support from a business volunteer.

Thanks to our lead sponsor Marks & Spencer Ireland, Cornmarket Group Financial Services (Management Excellence for Principals) and the Bord Gáis Foundation, The ESB Generation Fund and an anonymous donor for their financial support for Time to Read.

See what businesses are linked with schools, APPENDIX 3 The Schools' Business Partnership.

21 New post-primary partnerships making
a total of **191** schools matched with **128**
businesses

3 new STEM supports launched for science teachers "Seeing is Believing"

An Official Launch of Time to Read programme
after **3 years** of pilot and post pilot
activities

An aggregated total of **22,700** students impacted in Ireland through **291** Partnerships

SBP continues to provide ongoing support to the **Czech Republic** which replicated the model three years ago. SBP was approached in early 2013 by educational leaders in **India** to assist them pilot the programme and BITCI will provide support for its pilot phase.

During Ireland's **EU Presidency** in 2013, the Programme Manager participated in a presidency event in the Minister for Children's EU Round Table on Youth Employment and an EU debate in Budapest entitled Youth in 2020: The Future of Youth Policies. SBP was also represented by the Programme Manager at the WISE World Innovation Summit for Education in Doha, Qatar.

- Schools (management and teachers)
- Participants (School children)
- Participants (Businesses)
- Department of Education and Skills & Children & Youth Affairs
- Sponsors
- Employee volunteers

We regularly engage with all our stakeholders on various levels as appropriate. The Programme Manager and other key staff meet the Government (Department of Children & Youth Affairs and Department of Education & Skills) twice or three times yearly to ensure an ongoing open dialogue occurs.

All programme participants annually evaluate the programmes and suggestions for development are sought. The quality of service provided by the Schools' Business Partnership team is rated by the participating schools and companies.

Skills @ Work Programme

Student Impacts

82%

Improved teamwork skills

84%

Increased self-confidence

87%

Improved communication skills

Student Impacts

92%

Promoting educational opportunities to young people

93%

**Contributing
to the
company's
CR strategy**

98%

Making a contribution to the local community

Student Mentoring

Three companies commenced mentoring in 2013 namely Horse Racing Ireland, Yahoo and Cornmarket.



Student:
"It encouraged me to go on to college as I am now the first girl in my entire family to aspire to go on to 3rd level education."



Student:
"Before this programme I didn't think the Leaving Cert was that important. Now after seeing my mentor in a great job with her own office I see now that your Leaving Cert is like your passport to success."

Minister for Children and Youth Affairs, Charles Flanagan TD with students from the Mentor programme.

Time to Read Programme

Teachers, Home School Community Liaison Coordinators (HSLC) and volunteer readers were asked to evaluate how the programme met or exceeded the four main objectives.

- 99% of teachers believed the programme improved fluency and comprehension when reading
- 100% HSLC said it improved and encouraged self-discovery
- 98% of Company Volunteers said it increased confidence in reading



Business in the Community Ireland launch announce ESB as sponsors of Time to Read' at the launch of Ireland's first business to schools reading initiative. From Left to right – Germaine Noonan, Schools Business Partnership Manger, Robyn Maher and Ellie Spain from St Patrick's Girls National School, Ringsend and CEO, ESB, Pat O'Doherty

3.2.3 Employment Business Programmes

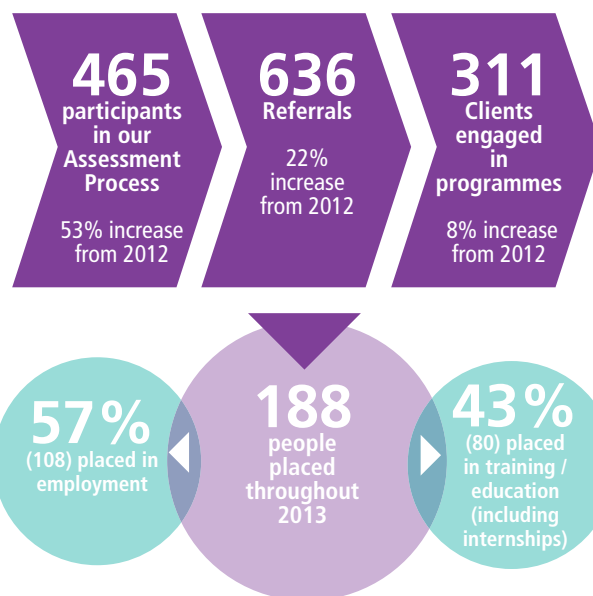
Our employment programmes are making a significant impact on marginalised groups and people with high barriers to employment. We have worked with hundreds of companies around Ireland and have many impactful stories to tell. Our employment programmes include EPIC, Ready for Work and Slí Beatha (which was launched in 2013).

Employment for People from Immigrant Communities (EPIC)

Our EPIC Programme is a unique initiative (in Dublin only) which supports immigrants in Ireland to become financially independent and more socially integrated by entering employment or further education and training.

Our clients often come from professional backgrounds, but the lack of work experience in Ireland can be a barrier to finding employment. The programme includes in-house pre-employment training, 'on the ground' business experience for each client, and social support. Since its inception EPIC has worked with immigrants from 96 different countries and has impacted the lives of over 1500 people. Of our clients in 2013, 69% have found jobs or entered training or are volunteering.

To ensure we offer a relevant and effective programme we evaluate the training programme annually. 2013 highlighted the ongoing demand and interest in the EPIC programme and its services.





Feedback from the 2013 programme highlighted that training continues to be an effective way to support clients.

Evaluation questions	Before the EPIC Programme	After the EPIC Programme
Do you know how to prepare a CV and Cover letter according to Irish standards?	77% 'YES'	99% 'YES'
How would you rate your preparation to attend an interview?	35% 'good/very good/excellent'	99% 'good/very good/excellent'
Do you feel confident that you will fully integrate into Irish Society?	52% had a high/very high expectation	63% had a high/very high expectation

"Before coming here I didn't know so much about how to do my CV, Cover Letter and interviews. Neither about my rights as a citizen nor as an employee. Now I am feeling more confident about those topics"

"EPIC empowers you, boosts your life skills and gives you the tools everyone needs to become competitive in the jobs market"

What the EPIC Participants say

Businesses that supported the EPIC programme during 2013 through provision of training, mock interviews, mentoring, work placements, and site visits are listed below.



In conjunction with the businesses that work alongside us, we work with numerous community organisations that deliver regular and informal talks to EPIC clients to aid their overall integration process. We also work with various migrant and employment agencies on a referral basis including INOU, The Integration Centre, Intero, Cairde and the Citizens information Centre.



EPIC Graduation Ceremony. Pictured: Carina Oliveira from Brazil, Amaechi Innocent from Nigeria and Kevin Pereira from Venezuela

Ready for Work (RFW)

Ready for Work provides work experience and guidance to people who have experienced homelessness or are in other ways distanced from the job market, and operates within the Dublin city catchment area. *Ready for Work* works with each individual in accordance with a personal progression plan, and provides in-house pre-employment training and work experience placements.



This programme is primarily funded by the *Department of Social Protection*. The programme has also received funding from Bewleys, ESB and The Community Foundation for Ireland for a number of specific projects. Key ongoing support is provided by Marks & Spencer, a valued member of our network for responsible business.

Since 2000...

We have impacted the lives of over 400 people

60% have since started working and almost 100% of participants have increased their confidence and motivation for finding employment

In 2013 ...

We supported 47 people to take up work placements

29 people started employment and 22 went into training, education or volunteering

Over 60 companies provided support through work placements and training provision.



An Roinn Coimircíe Sóisialaí
Department of Social Protection
Helping you build a better life

YOUR M&S



The Community
Foundation for Ireland



Energy for
generations



What our clients say about the most valuable aspects:



We have numerous companies and agencies that offer placements and mock interviews to our Ready for Work clients; we have annual workshops and reviews with companies who are training partners and once a client is in placement we have regular check- ins;

- | | | |
|----------------------|------------|---|
| • Boots | • Momentum | • Sodexo |
| • Baxter Storey | • Noonan | • Transdev |
| • BWG | • Manpower | • Tesco Ireland |
| • KPMG | • Sigmar | • Dublin City Business Improvement District |
| • Energie Fitness | • PwC | • Marks and Spencer |
| • Jurys Doyle Hotels | • Parkwest | |
| • Maldron Hotels | • Rothar | |

Similarly, we have numerous agencies that we engage with continuously on a referral basis;

Referral agencies include:

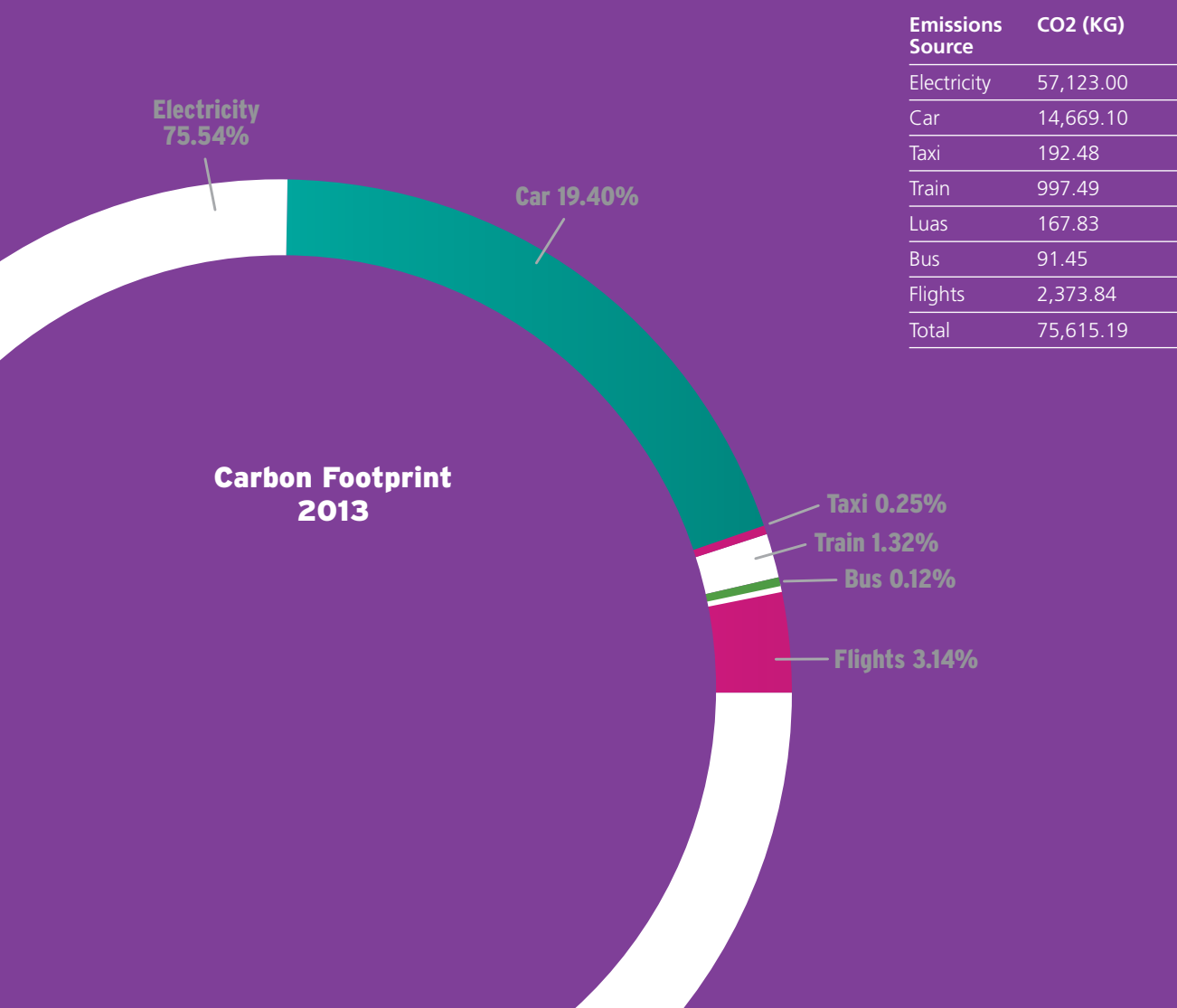
- | | | |
|----------------------------------|------------------------------|-------------------------|
| • Crosscare | • MattTalbot Community Trust | • Dublin Simon |
| • Sophia Housing | • Focus Ireland | • Peter McVerry Trust |
| • NLN | • YMCA | • Foundations Programme |
| • Don Bosco House | • DALC | • Casadh |
| • Coolmine Therapeutic Community | • Ruhama | • Tiglin |
| | • Local Employment Services | |

4. Our Environment

The *Foundation for Investing in Communities* has a responsibility to lead the way in terms of our commitment to the environment. We recognise that providing our clients and network members with a quality service results in environmental impact. However, we endeavour to ensure that our own impact is as minimal as possible.

Our “Down to Earth” Sustainability Committee meets regularly and is made up of members from across all functions of the organisation. Our actions are guided by our Environmental Policy which is reviewed periodically. We have many good practices and behaviours in place in regard to waste management, travel and supply policies. However, an area requiring improvement is our systems for capturing data.

Environmental procedures are included as part of induction for all new staff and so environmental awareness is generally high throughout the organisation.



4.1 Our Greenhouse Gas Emissions

The organisation's total greenhouse gas emissions⁴ for 2013 were 75,615 kgCO₂e. The chart shows the breakdown of emissions between electricity and business travel. Electricity comprises 75%, with business travel making up the remainder⁵.

Energy use in the building comprises 75% of total emissions at the organisations main buildings at 30/31 and 32 O'Connell St. The only source of energy for this building is electricity which is used for heating (storage heating and water), lighting, and office and kitchen equipment. A number of challenges are present with regard to energy consumption due to the age and ownership of the building. ⁶To minimise any inefficiencies we;

- Where possible, if there are two bulbs in one light, one is taken out
- Replacing bulbs with lower energy ones
- Every year draft seal is put on windows⁷
- Staff are encouraged to turn off computers, lights etc., through posters and notices on the walls.

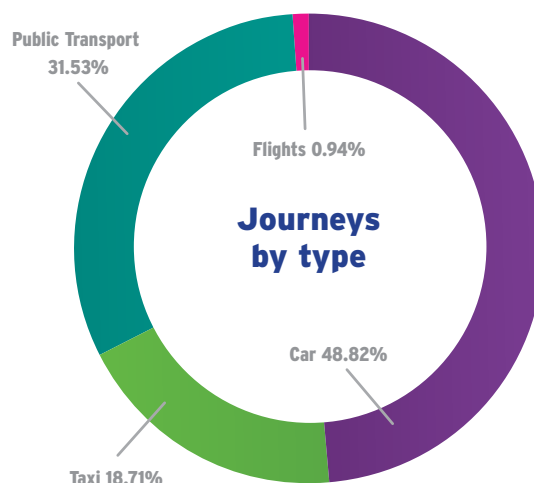
4.1.1. Travel

While assessing our material indicators for our 2013 sustainability report, the Sustainability Committee determined that commuting to and from work was not a material issue. As our O'Connell Street offices are in the heart of the city centre, many employees walk/ cycle to work and for those that do not, we have great access to various modes of public transport. We do not have parking facilities with our premises and this deters employees from driving to work. We also promote environmentally friendly transport options to all our employees:

- The Foundation for investing in Communities is part of the Bike to Work Scheme
- We offer employees the opportunity to avail of the Tax Saver Travel Card
- Dublin Bike Card Available to all staff members
- Staffs are encouraged to take public transport to all meetings. As mentioned, being in the City centre with access to all modes of transports makes this more achievable.
- An account was set up with Irish Rail which is available to all staff members. This account offered 10% discount for the first three months and 5% after.

Staff travel accounted for around 25% of Carbon Emissions in 2013. The vast majority of travel related emissions can be attributed to travel by car. Although our offices are based in the heart of the city centre which limits our Head Office carbon footprint, there is a high dependency on car use among the regional staff of the

Schools' Business Partnership (SBP) programme. A large proportion of our SBP staff are based in a rural environment with limited access to public transport.



4.2. Waste

We operate a comprehensive waste segregation system. A three bin system (recycling, composting & general waste) is in place throughout the building. Awareness around waste is high in the organisation and we have posters throughout the two buildings to encourage and educate staff on waste segregation and recycling. However, there is a gap with regard to tracking and monitoring of waste generation and treatment methods; this will be looked at in 2014.

We have a number of other small Initiatives;

- All Computer hardware is recycled through Camara
- All copiers are defaulted to double sided copying to reduce paper
- All toners are returned to the manufacturer for recycling
- Recycle bins are placed throughout the buildings with posters nearby explaining what can be placed in each bin.

⁴Emissions factors are taken from a number of sources: Electric Ireland, Luas, Dublin Bus and Defra. Where Irish data was not available, UK data from Defra was used. While we recognise that this may not be entirely accurate, this was the best available data in many cases.

⁵The emissions profile does include waste or employee commuting as robust data is not available in these areas, however, this is something which we will explore in the future.

⁶BITCI head office comprises two old listed buildings with single-glazed windows. There are limitations in terms of the structural changes that can be made to the building because of this. In addition both buildings are leased with limited capital available for upgrading the building.

⁷The building is rented and does not have double-glazing

APPENDIX 1 REVIEW OF 2013 GOALS, ACTIONS AND LOOKING FORWARD

Appendix 1 Review of 2013 Goals, Actions and Looking forward

Particular Area	Goals set in 2012	Related actions in 2013
Stakeholders	<ul style="list-style-type: none"> We will engage in wider consultation with external stakeholders 	<ul style="list-style-type: none"> We had regular consultations and engagement with our external stakeholders throughout the year. We have listed and prioritised our stakeholders in line with our strategic goals. This is an area that has been included in our team strategic action plan for 2013 and onwards.
Process for capturing workplace data	<ul style="list-style-type: none"> We will review our processes for capturing this data We will support volunteering by rolling out the new Time to Read programme under the School's Business Partnership to all our staff 	<ul style="list-style-type: none"> Data for gender, employment contract type and training successfully captured Time to Read was launched in 2013 and staff have been actively involved in volunteering
Commitment to the Environment	<ul style="list-style-type: none"> We aim to rejuvenate staff communications under a newly branded sustainability programme 	<ul style="list-style-type: none"> A new Sustainability Committee "Down to Earth" was launched in 2013. The Committee meets bi monthly and has an active action plan for the overall sustainability of The Foundation for Investing in Communities and its employees.
Environment	<ul style="list-style-type: none"> Implement a more efficient system for the collection of greenhouse gas emissions data 	<ul style="list-style-type: none"> 2012 was our pilot GRI Sustainability report. Learnings from 2012 have meant that we have implemented a better system for collating greenhouse gas emission (from Electricity provider to mileage included on expense forms etc.) Further improvements can be made in this area. In 2014 and 2015, we are looking to use an online system for collecting this information.
Environment	<ul style="list-style-type: none"> Energy review with SEAI and implementation of recommendations where possible Continued tracking of energy consumption and costs specifically looking at any reduction in consumption following introduction of energy saving measures Renewed energy awareness campaign under new sustainability branding Scope out how to create awareness for home workers 	<ul style="list-style-type: none"> We have formed an alliance with SEAI. We completed an energy review and are currently in the process of implementing recommendations. We track and monitor our energy consumption. Progression is being made in this area so as to improve our overall energy efficiency. Down to Earth campaign has been launched and is promoted by the sustainability committee and supported by all staff including senior management As we have a significant proportion of staff working remotely this is an increased area of focus for us in 2014. To date, staff working from home are made aware of all our campaigns and are included in all sustainability updates.



Particular Area	Goals set in 2012	Related actions in 2013
Travel	<ul style="list-style-type: none"> • Review how best to use Dublin Bike Scheme • Inform staff on eco driving policy and practice • Seek to integrate carbon emissions tracking with expense forms to improve data collection process • Survey on staff commuting patterns with a view to formal data collection for 2014 	<ul style="list-style-type: none"> • A Dublin Bike account has been set up and has been promoted via emails and newsletters. We are aware that more may need to be done to encourage staff to participate and this will be a task for the Sustainability Committee going forward (a Similar approach has being taken to an eco driving policy) • Mileage is included on the expense form which allows us to calculate emissions. We are working on setting up a process to make this more accurate and easier to collate • A survey of commuter patterns was taken in 2013. No action was taken as this is an area we have deemed not material. Our office location on O'Connell streets means that all staffs walk, cycle or take public transport to work. We do not offer any parking facilities to any of our staff or clients. • Promotion and education around segregation of waste in bins is ongoing. In 2014 we want to calculate accurate waste measurement (weight) so as to determine our real impact

Key Actions Identified for 2014

- 1) Further improvements in the collection of energy and carbon data
- 2) Improvements in calculating weight of waste
- 3) Take a deeper look into our supply chain and review our procurement policies
- 4) Create a more structured process to risk assessment and management
- 5) Complete implementation of SEAI recommendations
- 6) Our ETP Committee will look at the areas of "work pressures" and "personal development".

APPENDIX 2 GRI G4 CONTENT INDEX FOR "IN ACCORDANCE" CORE

The following tables identify the GRI standard and specific disclosures reported and the location of the response within the report. Disclosures not listed are not reported.

General Standard Disclosures	Description	Page / Direct Answer																								
Strategy and Analysis																										
G4-1	Statement from the most senior decision maker of the organisation	Message from our CEO, Tina Roche, page 3																								
G4-3	Name of the organisation	The Foundation for Investing in Communities. See Introduction (p.4)																								
G4-4	Primary brands, products and services	Our Marketplace in Section 3 describes what we do (p. 14)																								
G4-5	Location of the organisations head quarters	See Introduction (p.4)																								
G4-6	Number of countries where the organisation operates	Republic of Ireland																								
G4-7	Nature of ownership and legal form	Section 1- Introduction (p.6)																								
G4-8	Markets served	Republic of Ireland																								
G4-9	Scale of the organisation	Section 1.2 Our Structure lists all employees (p.7) Section 1.4, Financial Overview (p.8)																								
G4-10	Total number of employees by employment type, employment contract and region , broken down by gender	<p>All figures are based on head count as at the 31st Dec 2013.</p> <p>The Foundation for Investing in Communities does not employ any staff recognised as self-employed. See graphic below</p> <p>Where our Employers are Based</p> <table> <tr> <td>Dublin</td> <td>5</td> <td>43</td> </tr> <tr> <td>Regional</td> <td>1</td> <td>15</td> </tr> </table> <p>● Male ● Female</p> <p>Employment Type</p> <table> <tr> <td>Full Time</td> <td>2</td> <td>26</td> </tr> <tr> <td>Part Time</td> <td>4</td> <td>32</td> </tr> </table> <p>● Male ● Female</p> <p>Contract Type</p> <table> <tr> <td>Secondment</td> <td>1</td> <td></td> </tr> <tr> <td>Fixed Term</td> <td>2</td> <td>10</td> </tr> <tr> <td>Specified Purpose</td> <td>3</td> <td>12</td> </tr> <tr> <td>Permanent</td> <td>2</td> <td>34</td> </tr> </table> <p>● Male ● Female</p>	Dublin	5	43	Regional	1	15	Full Time	2	26	Part Time	4	32	Secondment	1		Fixed Term	2	10	Specified Purpose	3	12	Permanent	2	34
Dublin	5	43																								
Regional	1	15																								
Full Time	2	26																								
Part Time	4	32																								
Secondment	1																									
Fixed Term	2	10																								
Specified Purpose	3	12																								
Permanent	2	34																								



General Standard Disclosures	Description	Page / Direct Answer
G4 -11	Percentage of total employees covered by collective bargaining agreements	There are no employees covered by collective bargaining agreements. However, there are no restrictions imposed regarding freedom of association
G4 -12	Description of the organisation's supply chain	Due to the nature of our business being service delivery, the supply chain for The Foundation for Investing in Communities is comparatively small. We have a sustainable procurement policy covering purchases. This will be reviewed in 2014. We use local suppliers where possible. Our most material spend is on fund management services. This is under review in 2014 and 2015
G4 -13	Significant changes during the reporting period regarding the organisations size, structure, ownership or its supply chain	There have been no significant changes in this reporting period
G4- 14	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	There is no formal process in place on applying the precautionary approach. However, as one of our major competencies is around providing an advisory service to our member companies, this is always front of mind for us
G4- 15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses.	<p>We subscribe to the following voluntary initiatives:</p> <p>Excellence Through People, The Governance Code for Charities in Ireland, The UN Global Compact, The Global Reporting Initiative and CSR Europe.</p> <p>We endorse our Business Working Responsibly Mark, which is externally audited by the National Standards Authority of Ireland.</p>
G4 – 16	Membership of associations (such as industry associations) and national or international advocacy organisations	Member of IBEC, CSR Europe and supporter of the UN Global Compact. We have signed a strategic alliance with SEAI (Sustainable Energy Authority of Ireland) and Philanthropy Ireland.

General Standard Disclosures

Description

Page / Direct Answer

Identified Material Aspects and Boundaries

G4 -17 All entities included in the organisations consolidated financial statements or equivalent documents including indication which of these are not covered by the report

Our financial statements cover The Foundation for Investing in Communities, which incorporates both BITCI and CFI. There are no other entities reported on. See Section 1.4, Financial Overview (p.8)

G4 - 18 Process for defining report content and the Aspect Boundaries

About this report.
This report covers operations for the reporting period Jan-Dec 2013

G4 - 19 Material Aspects Identified in the process for defining report content

Our most material issues identified is through the work we do, and the services we provide. A materiality assessment was carried out in 2012, and the organisation has had no significant changes since.



See section 3 Our Marketplace in Section 3 (p.14) , which talks in detail about the impacts of The Community Foundation for Ireland (p.14) and in BITCI (p.16) through our programmes and business network

G4 - 20 Aspect boundary within the organisation for each material aspect

Aspect Boundaries for each material aspect within the organisation are not included in this report.
This new GRI requirement will be explored in 2015

G4 -21 Aspect boundary outside the organisation for each material aspect

Aspect Boundaries for each material aspect outside the organisation are not included in this report.
This new GRI requirement will be explored in 2015

G4 – 22 Effect of any restatements of information provided in previous reports and the reasons for such restatements

There are no restatements of information provided in earlier reports

G4-23 Significant changes from previous reporting periods in the scope and aspect boundaries.

There are no significant changes from previous reporting periods in the scope and aspect boundaries



General Standard Disclosures	Description	Page / Direct Answer
Stakeholder engagement		
G4 -24	List of stakeholder groups engaged by the organisation	See section Our Marketplace (p. 13)
G4-25	Basis for identification and selection with whom to engage	Our key stakeholders and ongoing engagement are summarised in Our Marketplace (p. 13) Furthermore, in 2013 the Membership Services Team completed a stakeholder mapping exercise in line with our strategic plans. Stakeholder engagement and mapping will be ongoing in 2014 and 2015.
G4 – 26	Approaches to stakeholder engagement, including frequency of engagement by type and stakeholder group	All parts of the organisation engage with their particular stakeholders on an ongoing basis. This is detailed in Section 3.1 (p.14) and Section 3.2 (p.16)
G4 – 27	Key topics and concerns that have been raised through stakeholder engagement and how the organisation has responded to those key topics and concerns	Various sections of this report address the relevant material issues that we have identified. This process of engagement is undergoing a staged review in each of our functional areas. This process will be ongoing in 2014 and 2015.
Report Profile		
G4 - 28	Reporting period for information provided.	Jan – Dec 2013
G4 - 29	Date of most recent previous report	October 2013 for the reporting period Jan – Dec 2012
G4 - 30	Reporting cycle (annual etc.)	Annual
G4 – 31	Contact Point for questions regarding the report or its contents.	Bernadette Phelan, Membership Services Manager
G4 – 32	“In accordance” option chosen for the report	CORE “In accordance” chosen due to the small size of the organisation. This table represents our GRI Content Index. References to where requirements can be identified in the report are included, or else they are listed here.
G4 -33	Policy and current practice with regard to seeking external assurance for the report	We intend to submit this report for external assurance with the GRI
Governance		
G4 - 34	Governance structure of the organisation, including committees of the highest governance body and any committees responsible for decision making on social, economic and environmental impacts	See Section 1.2 Our Structure (p.7)
Ethics and Integrity		
G4 - 56	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	Our value statement is in our Message from our CEO, Tina Roche (p.1) We comply with the Governance Code, see section 1.3 (p.8) In 2014, the organisation will conduct an internal process to assess our values statement involving input from all staff

Specific Standard Disclosures	Description & Disclosures on Management Approach (DMA)	Page / Direct Answer
Economic		
G4-EC1:	Our Finance Manager has primary responsibility for managing the economic performance of the organisation. We are fully compliant with the Governance Code. This is overseen by the CEO, and the Boards of Directors	<p>DIRECT ECONOMIC VALUE GENERATED AND DISTRIBUTED</p> <ul style="list-style-type: none"> • See 1.4 Financial Overview (p.10) for a summary of our operating costs, payments made • See section 1.3 (p.8) on The Governance Code • We do not have any shareholders • Our community impacts are discussed in sections 3.1 (p.14) and Section 3.2 (p.16) <p>All figures are based on the 12 month period Jan-Dec 2013</p>
G4- EC4	See Section 1.2 Our Structure (p.8)	This is detailed in Financial Overview (p.8)
Environment		
G4- EN3	ENERGY CONSUMPTION WITHIN THE ORGANIZATION	See section 4 (p.25)
G4 EN15	DIRECT GREENHOUSE GAS (GHG) EMISSIONS (SCOPE 1).	See section Our Greenhouse Gas Emissions (p.25)
G4 –EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Staff commuting omitted – only looked at staff transport to meetings during working hours
G4 –EN23	Total weight of waste by type and disposal method	We currently do not report on this as our waste service provider does not offer this service. In 2014 we will explore options for other companies that will provide this data
Social: Labour Practices and Decent Work Performance Indicators Aspect: Employment		
G4 LA1	Total workforce by employment type, employment contract, and region, broken down by gender and region	See chart on G4.10 above, and organisational chart on page 7
G4- LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	<p>All benefits to employees are equal.</p> <p>Employees must be working over one year to avail of the employee supported volunteering (2 days per year)</p>
Social: Labour Practices and Decent Work Performance Indicators Aspect: Training and Education		
G4 LA9	Average hours of training per year per employee by gender, and by employee category	See section 2.3 Training and Development (p.11)
Social: Labour Practices and Decent Work Performance Indicators Aspect: Diversity and Equal Opportunity		
G4 LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	<p>See sections</p> <ul style="list-style-type: none"> • 1.1 Our Boards of Management (p.5) • 2.6 Diversity of our People (p.12) <p>This diversity currently not broken down by age group, minority group membership</p>

APPENDIX 3 The Schools' Business Partnership

The Schools Business Partnership

3M Ireland Limited	Covidien
Abbott Ireland Diagnostic Division	DAA
Abbott Ireland Diagnostics Ltd.	Dairygold
Abbott Laboratories Ireland	Dairygold (Mallow)
Abbott Mature Products Management Ltd./ Established Products Division	DHL Global Forwarding Ltd
AbbVie	Diageo Ireland
AIB	Donegal Investment Group plc.
Alkermes Pharma Ireland	Dulux Paints
Allergan Pharmaceuticals	Dunbia Kilbeggan
Allianz Worldwide Care	Dundalk Institute of Technology
Analog Devices Ltd.	Dunnes Stores
AOL Ireland	Edenderry Power Limited
Athy International Concentrates	EirGrid plc
Aurivo	Elavon Financial Services
Aviva	Ernst & Young, Waterford
Ballina Beverages	ESB Electricity Supply Board
Ballygowan	ESB Moneypoint
Bank of America Merrill Lynch	ESB Network Services
Becton Dickinson	Fexco
Boliden Tara Mines	Firstsource Solutions UK Ltd.
Boots	Friends First
Boots Liffey Valley	Fujitsu Ireland
Bord Gáis Energy	GE Healthcare
Bord Gáis Networks	Generali Guernsey Group
Bord Gáis Networks	Genfitt
Bose Corporation	Glanbia plc
Business in the Community	Grafton Group
BWG Foods	Horse Racing Ireland
C & F Automotive	IBM Ireland
Carambola Kidz	IBM Ireland (Galway)
Carbery Group	Inishowen Engineering Ltd.
Carlow County Council	Institute of Technology Blanchardstown
Ceva Logistics	International Fund Services (Ireland)
Cisco Systems	Investec
Citi	Irish Cement Ltd
Communicorp	Musgrave Group
Cook Ireland Ltd.	Musgrave SVC
Cornmarket Group Financial Services	Nielsen
Irish Life	Office Depot
Irish Life Investment Managers	Open Hydro Technology

The Schools Business Partnership

Irish Pride	Mondelez Ireland Production Ltd.
Janssen Biologics (Ireland) Ltd	P & G Manufacturing
Janssen Pharmaceutical	PEI
John Sisk & Son Ltd	Pettitts Supervalu
Johnson & Johnson Medical	Pfizer
KBC Bank Ireland	Pramerica Systems Ireland Ltd.
Kefron Group	Procter & Gamble
Kerry County Council	State Street Global Advisors (Ireland) Limited
Kerry Foods	Stiefel
Kildare Village Outlet Shopping	Tallaght Hospital
Kingspan Insulation Ltd	Telefónica O2 Ireland
Kirby Group	Thermo King
KPMG	Transdev
Kraft Foods Ireland	Trend Technologies
Kuehne & Nagel	Ulster Bank Group
Lagan Cement Group Limited	United Drug
Laois County Council	UPC Communications Ireland Ltd
Laya Healthcare	Vistakon Ireland
Letterkenny Institute of Technology	Walls Group
Letterkenny Institute of Technology	Waterford City Council
Limerick Institute of Technology	Wexford Creamery
Lisheen Mine	Workday
LM Ericsson	Yahoo!
LM Ericsson Ireland	United Drug
Marks & Spencer - Clonmel	UPC Communications Ireland Ltd
Marks & Spencer - Cork	Vistakon Ireland
Marks & Spencer - Dublin	Walls Group
Marks & Spencer - Killarney	Waterford City Council
Marks & Spencer - Letterkenny	Wexford Creamery
Mazars Galway	Workday
MET life	

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