

**THE FOUNDATION
FOR INVESTING
IN COMMUNITIES**
SUSTAINABILITY
REPORT 2014

SUSTAINABILITY



ABOUT THIS REPORT

Welcome to our sixth annual sustainability report. As an organisation that promotes sustainable and responsible business practices, it is especially important for us to lead by example and report on our own sustainability.

We understand the importance of articulating and accounting for our impacts - both positive and negative - and communicating them in a sustainability report. We hope to inspire other small and medium-sized organisations to do the same.

Our vision for what we do is simple. It is to have all businesses in Ireland responsible and sustainable. We ask companies in Ireland to commit to the journey of change towards being sustainable and responsible. We offer our members practical support to help them to integrate responsible business practices across their organisations.

DEFINITION

Corporate Social Responsibility is defined by the European Commission as the responsibility of enterprises for their impacts on society. In line with this, we have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into our business operations and core strategy in close collaboration with our stakeholders.

REPORT SCOPE AND BOUNDARY

This report covers all operations of *The Foundation for Investing in Communities*, namely *The Community Foundation for Ireland* (www.foundation.ie) and *Business in the Community Ireland* (www.bitc.ie). The reporting period is from January 2014 to December 2014. During this period we redesigned our business model so the decision was made not to report to GRI standards. We intend apply the GRI reporting framework in 2015.

Our Down to Earth sustainability committee supported the delivery of this report.

WELCOME



Tina Roche

Tina Roche,

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

MESSAGE FROM OUR CEO, TINA ROCHE

I'm delighted to present the 2014 Sustainability Report for *The Foundation for Investing in Communities*, which includes *Business in the Community Ireland* and *The Community Foundation for Ireland*.

2014 will be remembered as a year of transformation for *Business in the Community Ireland*, as we put our energy into consulting with various stakeholders in order to reassess the organisation's strategic direction. This process concluded with the release of our [Strategic Plan for 2015 to 2017](#). During a full day of parallel workshops involving all our teams, we took a detailed look at every aspect of our work and gained the perspective we needed to re-model the organisation and make it more sustainable. We consulted with our Board members and others key stakeholders, such as our members. We will roll out our new model during 2015.

The major highlight of the year for me personally was the 2014 Responsible Business Forum, held at Dublin Castle in November. The event, entitled 'Building Trust, Reputation and Culture', was our third major corporate responsibility conference. We were joined by over 20 expert national and international speakers including representatives from Centrica, CIPD UK, Deloitte, Friends First, The Futures Company, Mallen Baker, Marks & Spencer, RBS, Shell and Sodexo. Over 400 people from business, academia and government attended the event, and we achieved extensive media coverage and social media impact.

The Community Foundation of Ireland team achieved yet another record in 2014 with the highest level of grant-making ever: €3.8m was distributed through a wide range of grants thanks to the generosity of donors, and income from our long-term endowed funds.

The other big highlight was the celebration event to mark the centenary of the Global Community Foundation movement. Colleagues, donors, grantees and other stakeholders were joined by our Patron, President Michael D. Higgins, who acknowledged the role of philanthropy in Ireland in "supporting the common good and the welfare of this and future generations".

Here are some of our teams' key impacts in 2014:

The Community Foundation for Ireland (CFI)

The Community Foundation for Ireland (CFI) empowers people who want to make a difference through a model of philanthropy that is based on trust, effectiveness and impact. In 2014, €3.8m was distributed through a wide range of grants thanks to the generosity of donors, and income from our long-term endowed funds. This was the highest level of grant making since our establishment in 2000. The endowed fund of CFI was valued in excess of €37.7 million at year end. One of our biggest highlights of the year was CFI's celebration of to mark the centenary of the Global Community Foundation movement. Our Patron and President of Ireland Michael D. Higgins and Brian Toller, Chair of the Community Foundation of Ottawa, addressed donors, grantees and many other stakeholders at our event in May.

Business in the Community Ireland (BITCI)

Our membership grows stronger every year and in 2014 we welcomed ten new members: Abtran, BaxterStorey, Compass Catering, FBD, Northern Trust, Roadbridge, Standard Life, Tesco, TopOil and Symantec. We ended the year with a total of 72 network members. Our annual membership survey revealed that 100% of respondents rated our services as excellent or good. A further four companies were awarded the Business Working Responsibly Mark - Ricoh Ireland Limited, Musgrave Group, Northern Trust Ireland and Ulster Bank - bringing the total up to 16. The major highlight of the year was the hugely successful Responsible Business Forum, which was held in Dublin Castle in November.





The Schools' Business Partnership (SBP)

A major milestone was reached in December 2014 when the 200th *Schools' Business Partnership* school was partnered with a business. The SBP team was active in Europe with representatives participating in EU Study visits in Norway, Sweden and Spain, and also presenting on BITCI's STEM supports for education at the CSR Europe Policy Seminar and STEM workshop in Brussels in December. We also expanded our successful Time to Read programme from 14 to 24 primary schools.



Employment Programmes (Ready For Work, Employment for People from Immigrant Communities)

During 2014, 139 people in our communities were placed in employment, 122 went into training, education or volunteering, and a further 52 took up work placements. We successfully completed Sli Beatha, our year-long pilot project working with people with significant mental health difficulties. Five of these high-need clients completed multiple work experience placements in the year. We also started our eight-month *Youth Guarantee* pilot project that aims to work with 30 people between the ages of 18 and 24 from the Ballymun area of Dublin, who experience multiple barriers to work.



Influencing policy to drive positive change

Government policy is a key driver of change within society and in recent years we have seen governments across Europe defining their position on CSR. Working with our network of business members and the Department of Jobs, Enterprise and Innovation, we engaged proactively in the development of and the consultations on *Ireland's National Plan on Corporate Social Responsibility*. In addition, we were active within the CSR Europe Network, the European Business Network for Corporate Social Responsibility and maintain links to relevant EU level initiatives and consultations.



Excellence Through People

Last year, we received an outstanding score of 89% in the *Excellence Through People* (ETP) standard, demonstrating our commitment to being a best practice workplace for our employees. In 2014, our ETP Committee worked on a number of initiatives to maintain and enhance our high-performing work environment. We maintained our focus on internal communications by sharing relevant information on the development of our new business model through a shared drive that is accessible to all staff and continued to communicate through existing channels such as our newsletter, email updates from bi-weekly senior team meetings, regular and direct emails from the CEO and our annual staff day.



Leadership in the charities sector

2014 remained 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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INTRODUCTION

The Foundation for Investing in Communities - the parent company of *The Community Foundation for Ireland* and *Business in the Community Ireland* - is a national organisation that works across Ireland to deliver positive social and business impact.

All three organisations are registered charities (#s 13966, 13967 and 13968 respectively), with offices in the heart of Dublin at 30/31/32 Lower O'Connell Street and staff working throughout the country.



OUR BOARDS OF MANAGEMENT

The Community Foundation for Ireland and Business in the Community Ireland have separate Boards of Management, with members drawn from Ireland's leading companies and organisations. The dedication and expertise of these individuals underpins our commitment to strong leadership and robust governance.



The Community Foundation for Ireland Board

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Louis FitzGerald
Chairperson



Barry Connolly



Mike Gaffney



Brian Geoghegan



Roddy Rowan



Eamonn Heffernan



Máire O'Connor



Dr. Brian Keogh



Richard George



Anna Lee



John Rockett

Visit the CFI website to read more about our Board - www.foundation.ie

OUR BOARDS OF MANAGEMENT

Business in the

Community

Ireland

The Business in the Community Ireland Board



Kieran McGowan
Chairperson



Padraig McManus
Vice Chairperson



Mary Rose Burke



Kyran Johnson



Richard George



Aengus McClean



Aileen O'Toole



Maurice Pratt



Bernie Gray



John Reynolds

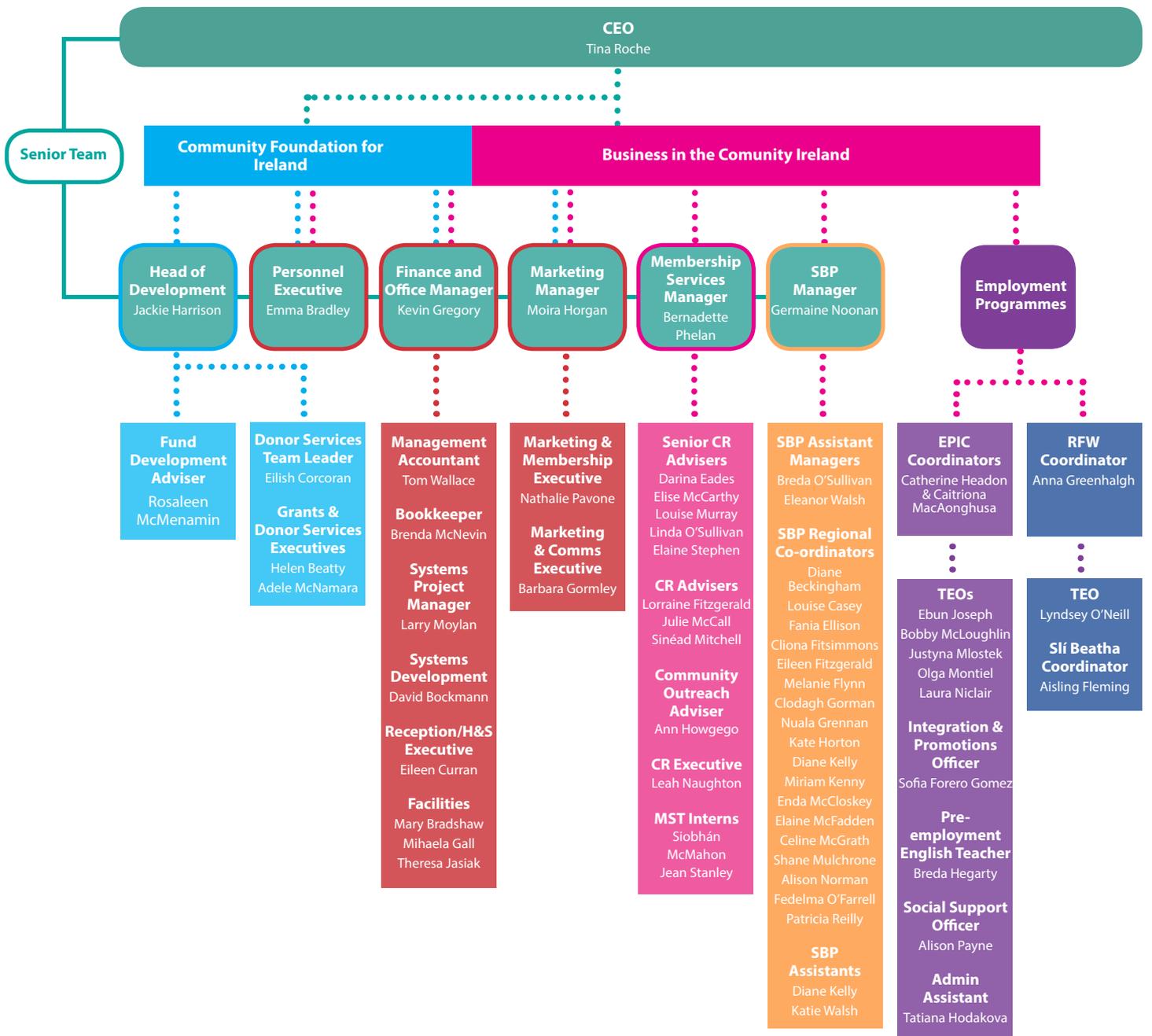


John Trethowan

Visit the Business in the Community Ireland website to read more about our Board - www.bitc.ie

OUR STRUCTURE

Our two organisations share Human Resources, Finance and Marketing teams as well as facilities and reception. Our Senior Team comprises the managers of these departments, plus the CEO, the Head of Development for *The Community Foundation of Ireland*, the Membership Services Manager for *Business in the Community Ireland* and the Manager of the *Schools' Business Partnership*.



OUR GOVERNANCE

Our Principles of Governance

Principle 1

Leading our organisation

Principle 2

Exercising control over our organisation

Principle 3

Being transparent and accountable

Principle 4

Working effectively

Principle 5

Behaving with integrity

Our Governance Code

The Foundation for Investing in Communities is in full compliance with the Governance Code for community, voluntary and charitable organisations. We conduct an annual review of our compliance with the code's principles by assessing organisational practice against the recommended actions for each principle. We are committed to the standards outlined in these principles.

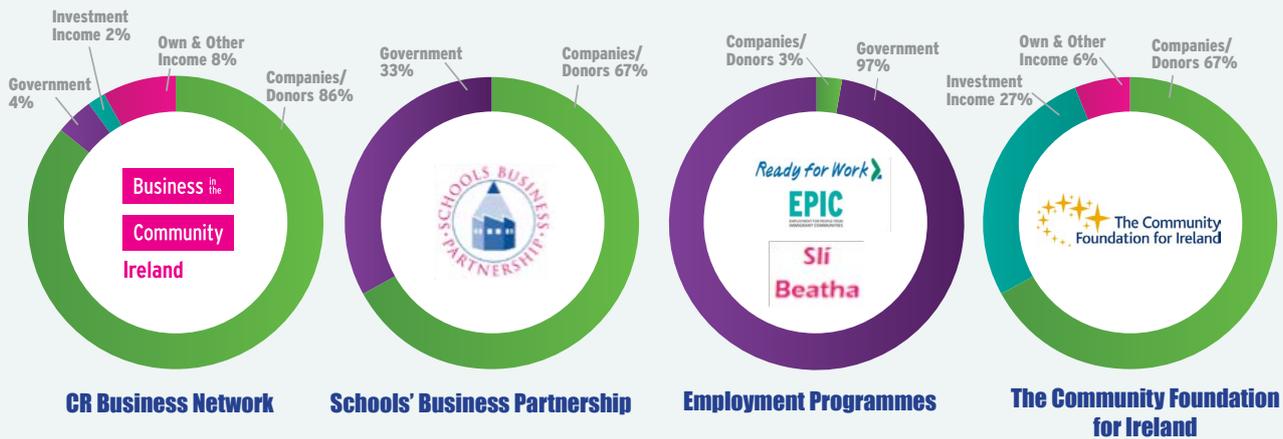
Our Governance Code is fulfilled through our two Boards (*The Community Foundation for Ireland* Board and the *Business in the Community Ireland* Board, as detailed on pages 5 and 6 respectively), with both meeting approximately six times per year. Each Board has a Finance, Audit, Investment and Governance (FAIG) sub-committee with 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 year in CFI and a Professional Adviser sub-committee (established in 2008) meets four times per year.

All financial accounts are prepared by the management accountant, reviewed by the Finance Manager and audited independently. The financial statements have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities (SORP 2005) issued in March 2005, the Companies Acts 2014 and the Accounting Standards issued by the Financial Reporting Council, and promulgated by the Institute of Chartered Accountants in Ireland for periods beginning before 1 January 2015.



OUR FINANCES

Funding overview 2014



Income and expenditure summary for 2014

	Incoming	Outgoing
Incoming resources ¹	€6,454,317	
Operating costs		€1,151,258
Employee compensation		€2,113,900
Donations and other community investments ²		€3,831,705
Retained Earnings ³		€1,842,212
Payments to capital providers		€0
Payments to government		€0
Financial assistance from govt	€827,734	
*Government Funding received		
Employment Programmes ⁴	€629,392	
Schools Business Partnership ⁵	€207,299	
Capacity Building ⁶	€41,521	

Notes:

¹Incoming resources includes €2,764,000 of donations for charitable causes, of which €311,000 is for an endowment fund from which grants are made on investment income. This also includes €828,000 government funding, which supports the EPIC programme, Schools' Business Partnership and Ready for Work.

²These relate to Community Foundation for Ireland grants to a wide range of community groups and charities.

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

⁴Employment Programmes work to assist recently homeless, people from immigrant communities and those with high barriers to access the work place to improve their livelihoods. These programmes are funded by the Department of Justice and Department of Social Protection

⁵The Schools Business Partnership brings schools and business together, where businesses provide support to those schools through a range of activities from skills transference to helping children to read. This programme is part funded by the Department of Youth Affairs.

⁶Capacity Building works to build capacity in the community and voluntary sector and is part-funded by Pobal with SSNO funds

OUR CORPORATE RESPONSIBILITY GOVERNANCE



Our sustainability team, Down to Earth, is responsible for managing and integrating sustainability in our organisation.

The committee meets every six weeks and is responsible for developing an action plan, raising awareness of sustainability initiatives with staff and preparing our annual sustainability report. It comprises representatives from all functions of the organisation, including representatives from the senior management team. During 2014, we consulted with the senior team to gain their input on the action plan.

The members of our Down to Earth team in 2014 were:



Bernadette Phelan
Chairperson



Lorraine Fitzgerald



Kevin Gregory



Diane Kelly



Bobby McLoughlin



Rosaleen McMenamin



Sinéad Mitchell



Lyndsey O'Neill



Nathalie Pavone



Jean Stanley

OUR WORKPLACE

Our people drive our organisational mission and are at the heart of 'who we are'. Our priority is to build capacity and capability while securing our colleagues' commitment to our mission and values.

In 2014, we had 33 full time and 31 part time staff, demonstrating a range of flexible working practices for an organisation of our size.

Diversity of our people

We are a diverse group of people with 11 different nationalities represented among our staff in 2014. Our cultural diversity underpins our vibrancy and innovation, and impacts positively on our mission by bringing varied knowledge and opinions, which very much supports delivery of our employment programmes. Our gender balance has improved over the last 18 months, but we need to do more to bring more women on to our Boards of Management. Our staff are 87% female and 13% male, our CFI Board is 18% female and 82% male, and our BITCI Board is 27% female and 73% male.

Excellence Through People

Last year, we achieved an overall 89% rating in Ireland's national standard for Human Resource Management, *Excellence Through People* (ETP). The programme - which is certified by the National Standards Authority of Ireland (NSAI) - aims to help organisations view their employees as a key source of competitive advantage. During 2014, our ETP Committee worked on a number of initiatives to maintain and enhance our high-performing work environment. The following paragraphs outline some of the policies and practices that have enabled us to achieve this high standard and address priority issues as they arise.

Annual employee survey

We conduct regular staff assessments to build engagement and ensure two-way communication. We also conduct an annual staff survey that is led by an internal committee with members from each organisational team. The 2014 Survey had a response rate of 86%, and revealed that 98% of staff are satisfied with internal communications (the same as in 2013) and 91% feel that the organisation promotes an environment of health, safety and wellbeing (slightly down on 2013's 94%). However, staff reported that they perceived increased levels of stress across the organisation. Only 72% agreed that the organisation promotes workplace diversity (a drop of 20% since 2013) and only

71% agreed that the organisation lives its values (a drop of 19% since 2013). The Excellence Through People Committee were tasked with investigating these concerns and uncovering the issues behind them so that they can be acted upon in the coming year.

Information sharing

Key internal communications tools include:

- Our newsletter is an important mode of internal communication, especially as our colleagues are spread across the country. It aims to keep everybody engaged in and informed of our developments and achievements. The newsletter is organised by the Marketing Team and is distributed periodically.
- The details of bi-weekly senior team management meetings are disseminated to all staff by email.
- Regular direct emails from the CEO keep all staff informed of key updates or changes within the organisation.
- We host an annual staff day and a mini-staff day. During 2014, the staff day was framed as a consultation session with staff to inform and guide the new business model.

Our openness and transparency emanates from an organisational confidence and trust that is evident across the organisation.

Training and development

We are committed to the continued training and professional development of our team. We all have a personal development plan, which is reviewed annually, and an average of four days' training is allocated per person. During 2014, we focused on training evaluations to make sure we are meeting everyone's professional development needs. We have also implemented a new system that allows us access to our training records, thereby helping all staff to remain focused on their training needs and plans.

Health and safety

Our Health and Safety Representative has established an infrastructure through which all staff are trained on safe work practices and monitored to maintain best practice.

Employee engagement

In 2014, we made plans to introduce a new self-service Human Resources (HR) system. This will provide staff and managers access to their HR information and simplify administrative tasks while increasing compliance levels. The system will be introduced on a phased basis throughout 2015.

OUR COMMUNITY

Our employee volunteering policy enables staff members who have been with the organisation for more than one year to give time and expertise to a cause of their choice by volunteering for up to two days. The following describes what happened at an organisational level in 2014 to support our community engagement and create a culture of volunteerism.



We volunteered on a Time to Read programme with the Central Model School, Dublin 1

Time to Read

This year, we partnered with a local school (Central Model School, Marlborough St, Dublin 1, pictured above) to implement Time to Read - one of our own *Schools' Business Partnership* programmes. Eight employees supported students through weekly reading sessions at the school, a library visit, and a visit to our offices on O'Connell St.

The four objectives of the programme are as follows:

- to increase enjoyment of reading
- to increase confidence in reading
- to encourage self-discovery and
- to improve fluency and comprehension

Volunteer Quotes:

- "To be honest I was thrilled to have the opportunity to do it, being involved in it on a work front. To see its development from a pilot to be able to do it in my own organisation - so proud and humbled all in one!"
- "It was a precious time every Tuesday for 12 weeks where I was very, very switched off from work and totally in the world of the two children I was paired with."
- "Lovely to have contact with the local community, build relationships with kids"
- "Highlight of my week"

St Vincent de Paul 'Giving Tree'

In the lead up to Christmas 2014, we participated in the annual St Vincent de Paul 'Giving Tree' appeal, whereby staff donated gifts to make Christmas that little bit brighter for children and families who are struggling in our community (pictured below).

Additional activities

We also supported Barnardos and The Hope Foundation through small fundraising initiatives.

We supported Sea Change and its partnership organisations through the promotion of Green Ribbon Campaign for mental health through the distribution of Green Ribbons both internally and at our events.



We donated gifts to St Vincent de Paul

OUR MARKETPLACE

THE COMMUNITY FOUNDATION FOR IRELAND (CFI)

The Community Foundation for Ireland (CFI) empowers people who want to make a difference through a model of philanthropy that is based on trust, effectiveness and impact. We set up funds that facilitate thoughtful, purposeful and planned charitable giving.

We work with individuals, families, corporates, trusts and foundations and have a proven track record of empowering donors 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 international best practice. We make giving fast, efficient and rewarding, as well as cost effective for our donors.

One of our biggest highlights of 2014 was CFI's celebration of the community foundation centenary in Ireland. In May, CFI Patron and President of Ireland Michael D. Higgins and Brian Toller, Chair of the Community Foundation of Ottawa, addressed donors, grantees and many other stakeholders.

Service impact

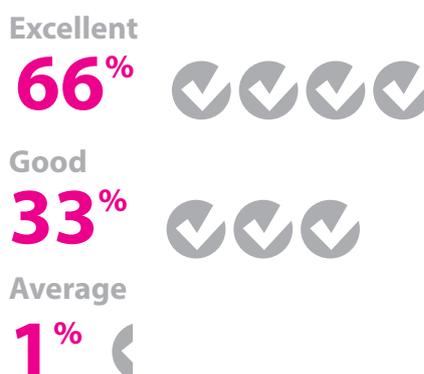


Stakeholder engagement

We meet with experts from the community and voluntary sector and from other trusts and foundations on a regular basis and make regular project visits to beneficiaries. We use a combination of surveys, reports, one-to-one meetings and network learning events to engage with our donors and grantees. We also work with professional advisers through newsletters, steering groups and adviser meetings.

WHAT GRANTEES SAY

Grantee overall level of satisfaction



Grantee experience compared with other foundations/grant-making bodies

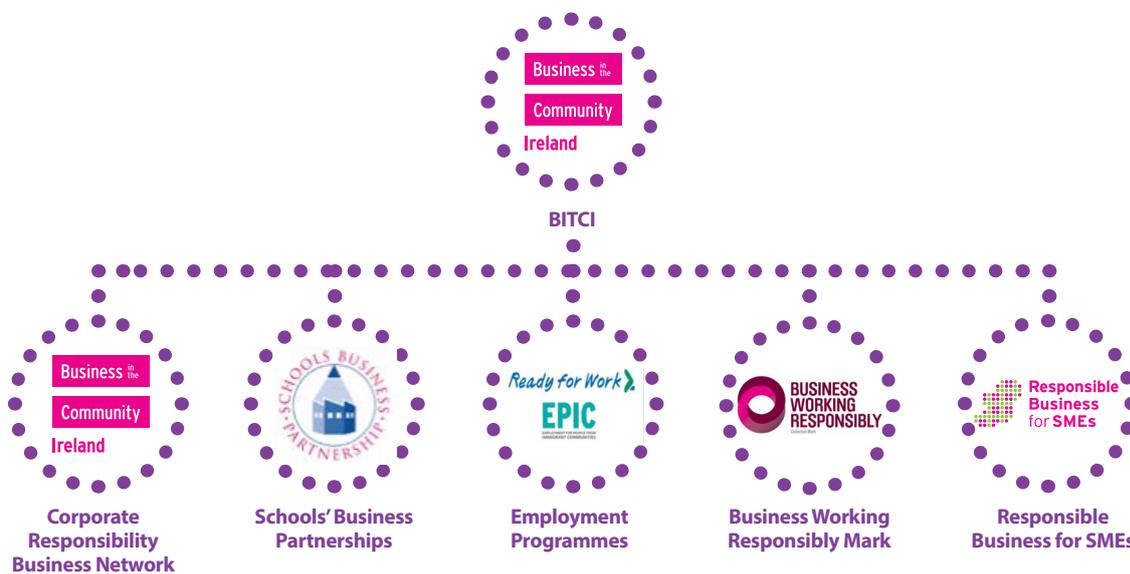


"In our experience The Community Foundation for Ireland has extensive experience in the way community works and the importance of sustainability, monitoring and evaluation"

OUR MARKETPLACE

BUSINESS IN THE COMMUNITY IRELAND (BITCI)

At *Business in the Community Ireland* (BITCI), we support, advise and benchmark Ireland's leading businesses through our network for corporate responsibility and our Business Working Responsibly Mark standard (audited by the National Standards Authority). We also operate social inclusion programmes through our *Schools' Business Partnership* and *Employment Programmes*. In 2014, we piloted a new sustainability reporting service for small and medium-sized enterprises, *Responsible Business for SMEs*. The diagram below outlines our work.



Highlights for 2014 included:

Ended the year with **72 members** (having started 2014 with 66 members)

Retained 95% of members, with **100% rating our service as excellent or good** in our annual survey

Delivered over **200 one-to-one advisory meetings** with members and worked on over a **100 new projects**

Gained 10 new members

Had **four new companies certified to the Business Working Responsibly Mark**, with 16 companies in total now certified

Published **two thought leadership reports** on environmental practice and work placement best practice

Published the **fifth Business Impact Map**, with 48 companies

Engaged with the government through the newly established **National CSR Stakeholder Forum**, and took an active role in the sub-groups

Piloted our **new service for small to medium enterprises**, completing six sustainability reports, presenting at six workshops, and designing a **new website**

Network Events:

- Delivered **20 workshops/network events** (800+ engaged)
- **Two CEO Networking events** (200+ engaged)
- **One Cork Showcase** (50+ engaged), and
- The major highlight, the **Responsible Business Forum**

OUR MARKETPLACE

Corporate Responsibility Business Network

Ireland's most progressive companies are a part of our Corporate Responsibility Business Network. Through our one-to-one advisory services and programme of events, we support our members to manage, measure and report on their key organisational impacts, set strategic targets for continuous improvement and exchange best practice. We also carry out research and analysis of evolving trends and issues in corporate responsibility.

We held a major event - the Responsible Business Forum - at Dublin Castle in November. Entitled 'Building Trust, Reputation and Culture', it was our third corporate responsibility conference and we were joined by over 20 expert national and international speakers from companies including Centrica, CIPD UK, Deloitte, Friends First, The Futures Company, Mallen Baker, Marks & Spencer, RBS, Shell and Sodexo. Over 400 representatives from business, academia and government attended and the event generated significant debate on social media. We applied sustainable procurement principles in organising the event - we sourced food locally and promoted the use of public transport.

Ten new members joined our Network in 2014: Abtran, Baxterstorey, Compass Catering, FBD, Northern Trust, Roadbridge, Standard Life, Tesco, TopOil and Symantec.



New member companies in 2014

The Business Working Responsibly Mark

The Business Working Responsibly Mark is Ireland's only certification for sustainable and responsible business practices. In 2014, Ricoh Ireland Limited, Musgrave Group, Northern Trust Ireland and Ulster Bank achieved the standard, bringing the total number of companies with certification up to 16.

The Business Working Responsibly Mark is leading the way in Ireland for the measurement, management and communication of companies' corporate responsibility, and we work with our members to apply this framework to their policies and practices. In addition, we built on our relationship with BITC Northern Ireland to align our service with their newly-released CORE standard.

Leadership

In 2014, we helped to shape the business and political agenda on sustainability and competitiveness in Europe through our work with the CSR Europe Network. In addition, we were active participants on three of the four sub-groups through the National CSR Stakeholder Forum under the Department of Jobs, Enterprise and Innovation, and supported the development of the National Plan on Corporate Social Responsibility, which was launched in 2014.



BITCI's Bernadette Phelan at the launch of the National Plan on CSR

Annual members' survey

We conduct an annual survey to monitor our performance and allow for constructive feedback. Here's what our members said:



Mapping Community Impacts

Our Business Impact Map shows the spatial distribution of our member companies' social impacts throughout Ireland. In 2014, 48 of Ireland's largest companies supported community groups and organisations to address key social issues and causes.



OUR MARKETPLACE

THE SCHOOLS' BUSINESS PARTNERSHIP (SBP)

The *Schools' Business Partnership* (SBP) aims to develop mutually beneficial links between schools and businesses. We work nationwide at the local level to support the Government's overall strategy on educational inclusion. We operate by matching post-primary schools that have been targeted by the Department of Education's School Completion Programme with a large local company.

We are funded by the participating businesses, our lead sponsor Marks & Spencer Ireland and the School Completion Programme. The *Schools' Business Partnership* is the only business-education programme in Ireland that receives matching Government funds under Ireland's National Development Plan. More than a decade on, we now support teachers, principals and whole school communities, as well as students.

One of the key factors of our success is the strength of the partnership between BITCI, the Department of Education and Skills and the Irish business sector. By the end of 2014, the partnership had matched 200 schools with a local company to provide students with meaningful insights into the world of work. Businesses engage in student mentoring to explore the skills, competencies and attitudes required to do business in a modern global economy. Programmes have also been established to provide business support to school principals and teachers on leadership, management and STEM knowledge. Literacy levels have been addressed through a primary school programme, *Time to Read*.

Antoinette Hawkins, Smurfit Kappa, deep in concentration during a reading session with students from Good Shepherd NS



Highlights for 2014 included:

200 schools matched and **310** school business links established to date

131 companies participating



Boys from St Patrick's, Ringsend demonstrate their spaghetti engineering skills during a workplace visit at Arup

26,118 students have participated in the Skills @ Work Programme to date

1,439 students and **1,371** mentors have participated in the Student Mentoring Programme to date

Almost **800** second level principals have availed of Management Excellence for Principals Programme to date

25 Management Excellence for Teachers sessions were delivered

Time to Read Programme was operating in **14** schools during academic year 2013/14 and expanded to **24** primary schools during 2014/15, delivering **20** weeks of reading support by participant companies who provide **10** volunteers each

The *Schools' Business Partnership* team was active in Europe with representatives participating in EU Study visits on education-business in Norway, Sweden and Spain respectively, and also presenting on BITCI's STEM supports for education at the CSR Europe Policy Seminar and STEM workshop in Brussels in December.

OUR MARKETPLACE

EMPLOYMENT PROGRAMMES

EMPLOYMENT FOR PEOPLE FROM IMMIGRANT COMMUNITIES (EPIC)

Through the EPIC programme, we support immigrants in Dublin to become financially independent and more socially integrated by entering employment or further education and training.

We do this by providing training and one-to-one support to clients, helping them find their way to employment. Our services are jointly funded by the Office for the Promotion of Migrant Integration in the Department of Justice and by the European Social Fund.

We benefit from strong support from the business community - we work with both BITC members and non-members, key partners include BT, Accenture and CPL - as well as from community organisations. This allows us to offer our clients a rich and varied programme with a high level of success in placing people in employment, education and work placements. Since 2008, we have worked with immigrants from 99 countries and impacted the lives of over 1900 people. Of the 308 clients who engaged with EPIC in 2014, 66% have found jobs, entered training or engaged in volunteering.

In 2014, we:



READY FOR WORK (RFW)

We enable businesses to help job seekers with extra barriers (such as a background in homelessness, addiction or mental ill health) to gain employment through the Ready for Work programme.

Since 2002, we have helped over 500 people gain work experience, training, workshops and other business-led supports. Over 70% of our participants have moved into employment or training and 70 companies have given support through work placements and training provision. We are funded primarily by the Department of Social Protection and also receive financial support from our leading placement provider, Marks & Spencer.

In 2014, we:



In 2014 we successfully completed *Sli Beatha*, our year-long pilot project working with people with significant mental health difficulties. Five of these high-need clients completed multiple work experience placements in the year. We also started our eight-month *Youth Guarantee* pilot project that aims to work with 30 people between the ages of 18 and 24 from the Ballymun area who have multiple barriers to work. The pilot forms part of the *Ballymun Youth Guarantee initiative*, which is one of 18 sites across Europe trialling ways to combat high youth unemployment.



Investing in your Future



OUR ENVIRONMENT

At *The Foundation for Investing in Communities*, we understand that we have a responsibility to demonstrate leadership in our commitment to the environment. We aim to minimise our impact on the environment, while at the same time continuing to provide our clients and network members with a quality service.

ENVIRONMENTAL AWARENESS

With a limited number of technical options available to us due to the age of our buildings, their listed status and the fact that they are rented, much of our effort centres around raising awareness of our environmental impact and how we can all take action to reduce this impact.

In 2014 we focussed most of our awareness efforts around waste:

- We designed new signs for our bins to increase clarity about what items could be placed in our various bins
- We organised a fun waste and sustainability quiz with quirky facts and presented the prize for this at the launch of last year's sustainability report
- For our annual staff day in May, we produced a video in the form of Nationwide to highlight some of the achievements in environmental sustainability and raise awareness of certain ongoing challenges
- Our CEO Tina Roche launched our 2013 Sustainability Report at our 'Down to Earth Summer Party' where we highlighted some key facts and successes from the year.

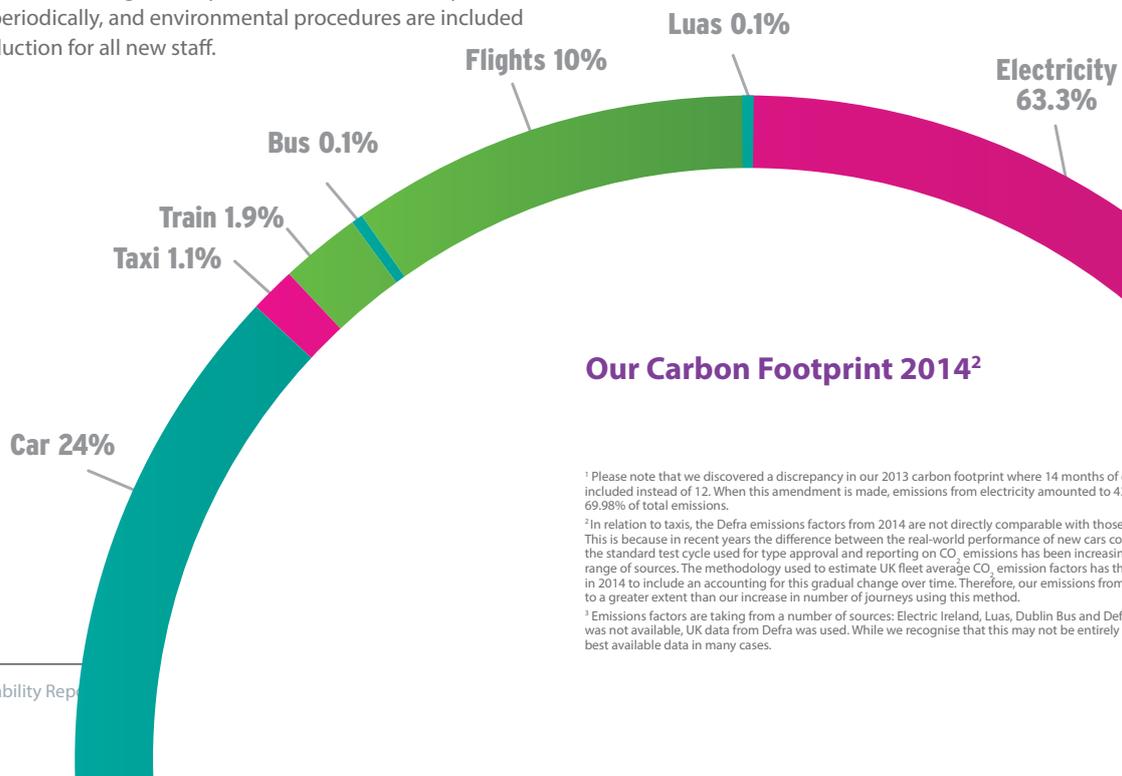
As always, our actions are guided by our Environmental Policy which is reviewed periodically, and environmental procedures are included as part of induction for all new staff.

Our Carbon Footprint¹

Emissions Source	CO ₂ (KG)
Electricity	42187
Car	15983.14
Taxi ²	717.92
Train	1239.2
Luas	59.19
Bus	53.75
Flights	6451.56
Total	66691.76

Our total greenhouse gas emissions³ for 2014 were 66,692kgCO₂e. The chart shows the breakdown of emissions between electricity and business travel. Electricity comprises 63.3%, with business travel making up the remainder.

Our overall carbon footprint increased from 61,590 kgCO₂e to 66,692kgCO₂e. However, when we look at carbon emissions per employee we can see that it has actually reduced (1466 kgCO₂e/employee in 2014 compared to 1513 kgCO₂e/employee in 2013).



Our Carbon Footprint 2014²

¹ Please note that we discovered a discrepancy in our 2013 carbon footprint where 14 months of electricity data was included instead of 12. When this amendment is made, emissions from electricity amounted to 43,098 kg CO₂ and 69.98% of total emissions.

² In relation to taxis, the Defra emissions factors from 2014 are not directly comparable with those from previous years. This is because in recent years the difference between the real-world performance of new cars compared to that over the standard test cycle used for type approval and reporting on CO₂ emissions has been increasing according to a range of sources. The methodology used to estimate UK fleet average CO₂ emission factors has therefore been updated in 2014 to include an accounting for this gradual change over time. Therefore, our emissions from taxis have increased to a greater extent than our increase in number of journeys using this method.

³ Emissions factors are taking 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.

OUR ENVIRONMENT

Electricity

Electricity relates to that used for our heating (storage heating and water), lighting, and office and kitchen equipment at our main buildings at 30/31 and 32 O'Connell St. This is the only source of energy used in these buildings. As outlined in previous reports, a number of challenges remain with regard to energy consumption due to the age and ownership of the building .

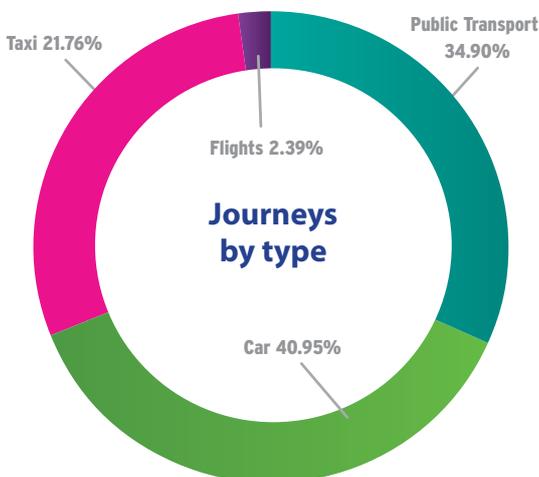
We continue to minimise any inefficiencies where possible:

- Replacing bulbs with lower energy ones
- If there are two bulbs in one light, one is taken out
- Every year draught seal is put on windows
- Staff are encouraged to turn off computers, lights, etc., through posters, videos and emails

Travel

The nature of our business requires significant staff travel to meet with members, clients and participating schools. This contributes to staff travel comprising 36.7% of our carbon footprint.

Once again, the vast majority of our travel-related emissions can be attributed to travel by car. This is due to the fact that a large proportion of staff from our *Schools' Business Partnership* (SBP) programme are based in rural areas with limited access to public transport and require cars for school visits. Car usage among staff based in our head office is minimal and public transport and taxis are used extensively. The chart below outlines the journeys by type taken by our employees in 2014 for work purposes.



In terms of commuting to work, this aspect continues to have a low impact on the environment as the overwhelming majority of our colleagues walk, cycle or take public transport to work, given the great access to public transport we enjoy in the heart of the city. We do not have parking facilities and this deters employees from driving to work.

We continue to promote environmentally friendly transport options to all our employees:

- Bike to Work Scheme
- Tax Saver Travel Card
- Dublin Bike Card Available to all staff members

Waste

We continue to operate comprehensive waste segregation with a three-bin system (recycling, composting and general waste) in place throughout our buildings. As outlined earlier, much of our awareness efforts in 2014 were focussed on waste, with a redesign of our bin posters and a waste awareness quiz. There are still gaps with regard to tracking and monitoring of waste generation and treatment methods and while this was investigated in 2014, no satisfactory solution could be found at this time.

We continue to 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 use
- All toners are returned to the manufacturer for recycling

⁴ BITCI 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.

ACTIONS FOR NEXT YEAR

In 2015, *The Foundation for Investing in Communities* will be focussing on the roll-out of the new *Business in the Community Ireland* business model as we work to ensure sustainability and address stakeholder needs. This forms an important context for the Sustainability Committee's work over the coming 12 months. We will focus our efforts on enhancing staff engagement and improving our data collection methods. While we were not in a position to apply GRI4 principles in 2014, we will review the GRI4 framework during 2015.

Aspect	Objective	Action
Employee engagement	Provide staff and managers with access to their HR information and simplify administrative tasks while increasing compliance levels	<i>Introduce the self-service Human Resources (HR) system on a phased basis</i>
Performance management	Simplify the performance management process ensuring more time is spent on setting objectives and employee development	<i>Revise appraisal process and form</i>
Community engagement	Continue to have a positive impact in our community	<i>Support our staff to avail of volunteering opportunities Support a range of national and local charities that align with our values</i>
Energy	Minimise use of energy in office (and at home in case of off-site workers)	<i>Increase staff awareness</i>
Carbon	Minimise the organisation's overall carbon footprint	<i>Measure and monitor our carbon footprint (using energy and travel data)</i>
Travel	Minimise business travel and promote sustainable business travel where travel is necessary	<i>Improve data collection methods Raise staff awareness of sustainable travel options</i>
Waste	Minimise the amount of waste we produce and manage the waste we do produce in the most responsible manner	<i>Review waste segregation stations and develop new posters with new branding Engage staff on priority issues</i>
Procurement	Improve the environmental, social and ethical performance of our business by addressing these three areas in the procurement of our goods and services	<i>Review and amend procurement policies Raise awareness of procurement policies among relevant staff through training</i>
Reporting	Effectively communicate what we do to our internal and external stakeholders	<i>Deliver an annual sustainability report Communicate our commitments and results to all stakeholders through appropriate media e.g. website, social media and internally through awareness campaigns</i>

STAKEHOLDER ENGAGEMENT

As outlined in our actions for 2015, the primary mission of our organisation is to create positive impacts for society. We do this by working with a range of key stakeholders, including companies, Government departments, NGOs, communities, schools, donors and grantees. To achieve maximum impact and operational excellence, we evaluate our services regularly and apply the results to ensure continuous improvement.



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