

# THE FOUNDATION FOR INVESTING IN COMMUNITIES

## SUSTAINABILITY REPORT 2015



G4-3 G4-7 G4-17 G4-22 G4-28 G4-29 G4-30 G4-32 G4-33

## ABOUT THIS REPORT

This report covers all operations of The Foundation for Investing in Communities (The Foundation), namely The Community Foundation for Ireland ([www.communityfoundation.ie](http://www.communityfoundation.ie)) and Business in the Community Ireland ([www.bitc.ie](http://www.bitc.ie)). The reporting period is from January 2015 to December 2015.

This report has been prepared 'in accordance' with GRI's G4 Sustainability Reporting Guidelines' Core option and uses the NGO Sector Disclosures. The GRI Content Index on page 31 indicates the reported disclosures and the location of information in this report. This report is not externally assured. There were no restatements necessary from information provided in previous reports.

Our last sustainability report was published in July 2015 covering January to December 2014 and our reporting cycle is annual.

We welcome feedback on this report and will take it into account when preparing next year's report. Please send any comments and/or questions to [info@bitc.ie](mailto:info@bitc.ie)

# Message from our CEO G4-1

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**Tina Roche,**

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

It is 15 years since The Foundation for Investing in Communities was established, encompassing Business in the Community Ireland (BITCI) and The Community Foundation for Ireland (CFI). Both organisations have grown and evolved immensely from their small beginnings and it was only right that in 2015 we celebrated our achievements thus far.

Over the 15 years, CFI has had a significant impact on thousands of community and voluntary groups across the nation distributing over ten thousand grants. In 2015, our cumulative grant making passed the €25m mark, while our endowment fund exceeded €40 million.

Business in the Community Ireland has continued to grow and strengthen over the 15 years. In 2015 we had a network of 76 members, 17 organisations accredited to our Business Working Responsibly Mark and our Business Action on Employment and Education programmes continued to have a positive impact on those with high barriers to employment and the lives of school children and their teachers.

But we are not without our challenges, and in order to remain relevant and satisfy the needs of our stakeholders, we underwent significant change in 2015. Our business model in BITCI was transformed to provide an offering that was more aligned with the maturing CSR agenda in Ireland, while in CFI a new I.T. system 'D2' was successfully introduced which streamlines the grant-making process. These changes are the bedrock on which we will evolve and grow in the coming years.

We are conscious of the continuing challenges that face our members, donors and clients. Work-life balance, diversity, stakeholder engagement and climate change are some of the key issues that our BITCI members are focussed on addressing in the coming years and we will be there to overcome these issues with them. Our position as a Global Network Partner of the WBCSD since 2015 opens new opportunities to address the big issues. In order to have a thriving philanthropic sector there are structural, legal and fiscal changes that need to be addressed and CFI wants to play its part in achieving those changes.

We are cognisant of the leadership that we need to demonstrate ourselves in the area of Corporate Social Responsibility, Sustainability and Governance. This sustainability report represents the continuation of our own sustainability journey and every year we aim to raise our standard a little more. This year, the preparation of this report 'in accordance' with GRI's G4 Sustainability Reporting Guidelines' marks another milestone for us. Although we are a small organisation, we are committed to reporting our sustainability impacts and achievements to our stakeholders in a way that is relevant for us. We want to be accountable to our stakeholders. We believe that any organisation, big or small, can and should do this and we encourage organisations to join us and others so we can take this sustainability journey together.

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# About Us

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## Introduction **G4-5** **G4-6** **G4-7**

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, Ireland at 30/31/32 Lower O'Connell Street, with a number of staff working from home throughout the country. As a national organisation, the Foundation for Investing in Communities works across Ireland delivering positive social and business impact.

**Business in the Community Ireland** (BITCI) is the network for responsible business, the only business network of its kind in Ireland. Our vision at Business in the Community Ireland is to have all businesses in Ireland responsible and sustainable and our mission is to harness the power of Irish business to maximise its positive impact on all its stakeholders and society.

From providing bespoke advice to some of the most progressive multinational and indigenous companies to helping smaller enterprises navigate and understand CSR, we are the trusted advisers on responsible business practices in Ireland.

The **Community Foundation for Ireland** (CFI) believes in the power of philanthropy to deliver just and progressive social change. We empower people and organisations who want to make a difference through a model of philanthropy that is based on trust, effectiveness and impact. Since 2000, we have a track record of working with donors, professional advisers and the community and voluntary sector within a long term and proven model of philanthropy. We have a dedicated and committed staff with extensive experience of grant-making garnered through working with over 3,000 non-profit organisations at a national, regional and local level throughout Ireland, as well as overseas. We work with individuals, families, companies, trusts and foundations through a model of philanthropy that is based on trust, effectiveness and impact. There are over 1800 community foundations in more than 50 countries across the world managing assets of over €40 billion.

## Our Governance G4-14 G4-34

The Foundation for Investing in Communities is acutely aware of the need for robust governance. As a leading voice in sustainable and responsible business in Ireland and accountable for the funds of individuals, families, corporates and other organisations we are conscious of the need to demonstrate leadership in the area of governance. The Foundation therefore adheres to the highest standards of governance and transparency.

The Foundation for Investing in Communities has a parent board in place that has overall control of the two subsidiary companies. The Community Foundation for Ireland and Business in the Community Ireland also have separate Boards, with members drawn from Ireland's leading companies and organisations. All our board members act on a voluntary basis. Each board meets 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. The governance structure of each organisation is shown below.

In addition to the FAIG sub-committee, a Business Action on Employment Steering Committee under the BITCI board was established in October 2015 to steer and support the work of the Employment Programmes. Its key aims are:

- To be an expert in employment of people with high barriers through business links nationally;
- To strengthen business commitment to workplace diversity and social inclusion by increasing the engagement of BITCI member companies with the Employment Programmes;
- To amplify the expert voice of the Employment Programmes using Group members' business and government links; and
- To seek funding and collaboration opportunities to sustain our work and grow its impact.

The group is chaired by a member of BITCI's board and includes a representative from the Department of Social Protection, one of our government funders, and ERAC - a BITCI member company active with the employment programmes. The group meets approx. every 2 months.



Figure 1. Business in the Community Ireland Governance structure

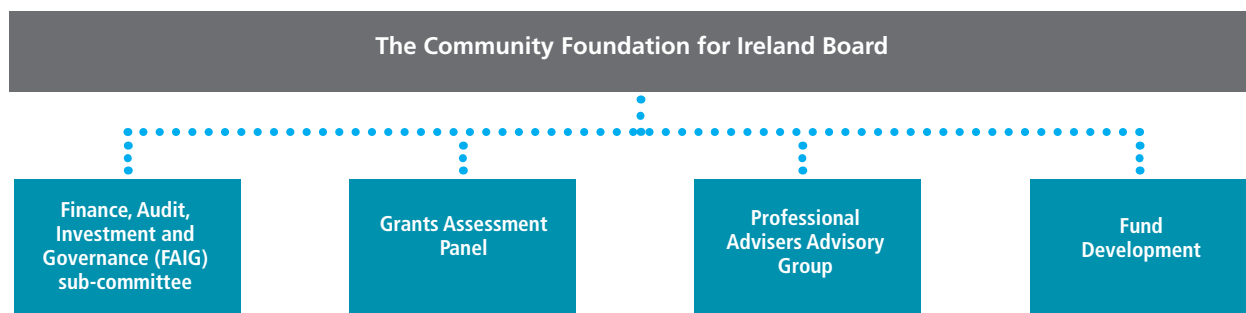


Figure 2. The Community Foundation for Ireland Governance structure

## The Community Foundation for Ireland Board members (as of 31 Dec 2015)

- Louis FitzGerald (Chairperson)
- Barry Connolly
- Mike Gaffney
- Brian Geoghegan
- Richard George
- Eamonn Heffernan
- Dr Brian Keogh
- Anna Lee
- Máire O’Connor
- John Rockett
- Roddy Rowan

See more about The Community Foundation for Ireland board [here](#)

## Business in the Community Ireland Board members (as of 31 Dec 2015)

- Kieran McGowan (Chairperson)
- Mary-Rose Burke
- Richard George
- Bernie Gray
- Kyran Johnson
- Aengus McClean
- Aileen O’Toole
- Maurice Pratt
- John Reynolds
- George O’Connor

See more about the Business in the Community Ireland board [here](#)

In CFI, four sub-groups in addition to the FAIG are in operation. These are the Grants Assessment Panel, which meets at least three times per year, a Professional Advisers Advisory Group which meets four times per year, a Fund Development sub-group and a Marketing sub group.

Emoluments are not paid to Directors. A Chief Executive is appointed by the Directors to manage the day-to-day operations of the charities. Our three 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 *Business Action on Education programme*.

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.



We confirm that Business in the Community Ireland and The Community Foundation for Ireland are compliant with The Governance Code for the Community, Voluntary and Charitable Sector in Ireland

### Governance Code

Both Business in the Community Ireland and The Community Foundation for Ireland are 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.

### Governance Code Principles

**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

### Organisational Committees

A number of staff cross-organisational committees are also in place to ensure governance around key areas for the organisation as follows:

- **Health & Safety committee** – responsible for driving a culture of health and safety within the organisation and promoting wellbeing with staff; meets five times per year.
- **'Down to Earth' Sustainability Committee** – responsible for managing and integrating sustainability into our organisation; meets every six weeks.
- **Excellence Through People (ETP) Committee** – functions as a resource to inform developments in staff management – e.g. updates to the staff handbook - as well as a means to encourage the input of staff—for example on completing training evaluations; meets at least four times a year or more often depending on need.
- **BITCI Cross-functional committee (BITCI only)** – this committee was set up in 2015 to support the delivery of the new business model by identifying and making recommendations for changes to how we work. More information can be found under the 'New Strategic Focus' section.



### Ethics and Integrity G4-56

Employees of both Business in the Community Ireland and The Community Foundation for Ireland are guided by the staff handbook. This incorporates policies such as Business Ethics and Anti Bribery, Child Protection, Dignity and Respect at Work and Prevention of Bullying & Harassment among others. Employees are introduced to this at induction. The handbook is reviewed and updated regularly in response to regulatory changes and or feedback. Staff are consulted on changes and asked to confirm understanding of significant changes.

Board members are guided by Directors' Code of Conduct & Directors' Duties Guidelines among other polices. Please see here for Business in the Community governance policies and here for The Community Foundation for Ireland. All board members receive induction when they take up their position.

Employees and board members are also guided by our values. Our values state that *'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!'*

### Commitments to External Initiatives

G4-15 G4-16

The Foundation for Investing in Communities is certified to the NSAI Excellence Through People scheme demonstrating our commitment to being a best practice workplace for our employees.

The Foundation is a member of a number of national and international associations and advocacy organisations as follows:

- CSR Europe: The European Business Network for Corporate Social Responsibility (National Partner Organisation)
- WBCSD (Global Network Partner)
- National CSR Stakeholder Forum (Forum member)
- Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland (Working Group)
- Transnational Giving Europe (National Partner)
- UK Community Foundations (Associate Member)

### Our Supply Chain

Our supply chain is quite limited and generally relates to office operations, publications and events and therefore, reporting on this is not a key focus area. We have a procurement policy in place (which is due to be updated in 2016) and where possible, we purchase from local suppliers producing sustainable products and services.

# Our Services G4-4 G4-8 G4-9

## Business in the Community Ireland

At Business in the Community Ireland we work in three simple ways to support businesses on their CSR journey:



Figure 3. Business in the Community Ireland services

### The Network for Responsible Business

Our network of the most progressive companies in Ireland has grown year on year since inception. We offer three membership streams which can help companies at any stage of their CSR journey. (Please see [here](#) for more information on our membership streams) In addition, to fully represent the business landscape in Ireland, we also offer a variety of tools for small and medium sized enterprises comprising a dedicated website ([www.rbsmes.ie](http://www.rbsmes.ie)) with free advice and case studies, a paid for reporting service and access to our Business Action on Education and Employment programmes.

### The Business Working Responsibly Mark

Utilising our unique expertise and insight and in response to a demand from companies who want to be best in class, we created the Business Working Responsibly Mark in 2012, Ireland's first certified standard for CSR. Audited by the NSAI and based on ISO 26000, the Mark is the premier business standard in Ireland. In 2015, there were 17 organisations accredited to the Mark. Find out more about the Business Working Responsibly Mark [here](#).

### Business Action Programmes

Education and unemployment are key societal issues in Ireland. From our experience we know that companies can have a significant impact on these issues but benefit too through employee engagement opportunities. Our programmes are part of the network membership and also available to any company interested in impact; they can add value to any CSR plan of activities.

**Business Action on Education:** we provide a wide range of employee volunteering opportunities ranging from primary school initiatives to continuous professional development for principals. The opportunities include *Time to Read*, *Skills @ Work*, *Student Mentoring Programme* and *Management Excellence for Principals and Teachers*. More information on all of these programmes can be found [here](#).

**Business Action on Employment (Ready for Work and EPIC):** Our employment programmes aim to help people who face high barriers to employment. 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. Our *Ready for Work* programme enables businesses to help job seekers with extra barriers (such as a background in homelessness, addiction or mental ill health) to gain employment. Find out more [here](#).

### The Community Foundation for Ireland



Figure 4. The Community Foundation for Ireland services

#### Working with donors

The Community Foundation for Ireland helps people and organisations make a difference by making giving easy and by investing in people and solutions to benefit communities throughout Ireland.

In 2015, CFI had 60 donor advised funds. **A donor advised fund** is a charitable giving vehicle administered by a third party, such as The Community Foundation for Ireland, created for the purpose of managing charitable donations on behalf of an organisation, family, or individual. A donor-advised fund offers the opportunity to create an easy-to-establish, low cost, flexible vehicle for charitable giving as an alternative to direct giving or a private foundation.

- **Thematic Funds** - we have a number of thematic funds which support a particular target group or field of interest including The Women's Fund, The Older Persons' Fund, The Environment Fund and The First 1000 Days Fund..
- **Leaving a gift in your will** - In 2015, we launched our new legacy giving brochure which informs donors on how to leave a gift to The Community Foundation for Ireland.
- **Facilitating once off or periodic donations** - We welcome gifts from donors who wish to make one-off or periodic gifts to charitable causes in Ireland or overseas. Since 2006, we have been the Irish representative of Transnational Giving Europe (TGE) which facilitates tax effective giving across much of Europe.
- **Supporting your County** - The concept of the county fund is that it will allow donors to set up and maintain an ongoing fund specific to a county which will allow for a permanent supply of funding support to projects

which may need help. The County Monaghan Fund is already established and making a difference to its locality.

- **Community Benefit Funds** – The Community Foundation for Ireland is building a track record as an independent third party with the capability of establishing and running community benefit funds. CFI's involvement is always post planning (when the requisite statutory permissions have been given for the project). In 2015, we worked with Gaelectric, Energia and EirGrid on community benefit funds.

#### Professional Advisers

Community foundations around the world work closely with professional advisers including solicitors, tax advisers, accountants and wealth managers. We work with professional advisers in Ireland in a number of ways:

- Providing assistance in terms of tax advice/benefits.
- Helping where philanthropy is first introduced to a client.
- Full step by step guide and advice on how to establish a fund on behalf of your client.
- Information on how your client can support the causes most dear to them through The Foundation in their estate planning and wills.

In 2007 we established the professional advisers' network which introduced the concept and communicated the benefits of philanthropy for advisers and their clients. We facilitate and encourage discussion on philanthropic giving in Ireland. In 2015, the network met four times and typically members are from financial services companies, private banking, and legal and wealth management organisations.

# New Strategic Focus G4-13

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2015 was a year of significant change for the organisation, in particular Business in the Community Ireland. We developed a new strategic plan for the period 2015-2017 and central to this was the revision of our business model and the membership packages that we offer, which was developed with pro-bono assistance from Accenture. Throughout 2015, Business in the Community Ireland undertook a change programme which saw investment in four key areas to achieve the changes required while supporting the organisations' member, cost & growth objectives:

1. Revised Pricing Model
2. Articulation of Value Proposition
3. Delivery of Organisational Change
4. Increased Brand Awareness

## 1. Revised Pricing Model

In the 15 years since Business in the Community Ireland was established, Corporate Social Responsibility (CSR) and sustainability have changed significantly. The needs of our members have also changed, from a time when our services primarily focussed on community engagement to now where we are helping to develop and deliver on companies' CSR strategies on an increasing basis. The introduction of the Business Working Responsibly Mark, based on ISO 26000, indicates the maturing of Irish business within the

Corporate Responsibility agenda, and there are now member companies who wish to move 'beyond' best practice and want to create transformational change in sustainability issues relevant to them. To satisfy the needs of our members and potential members we introduced three new membership streams in 2015 which can help companies at any stage of their CSR journey. These replace the old 'Standard' and 'Lead' membership offerings.

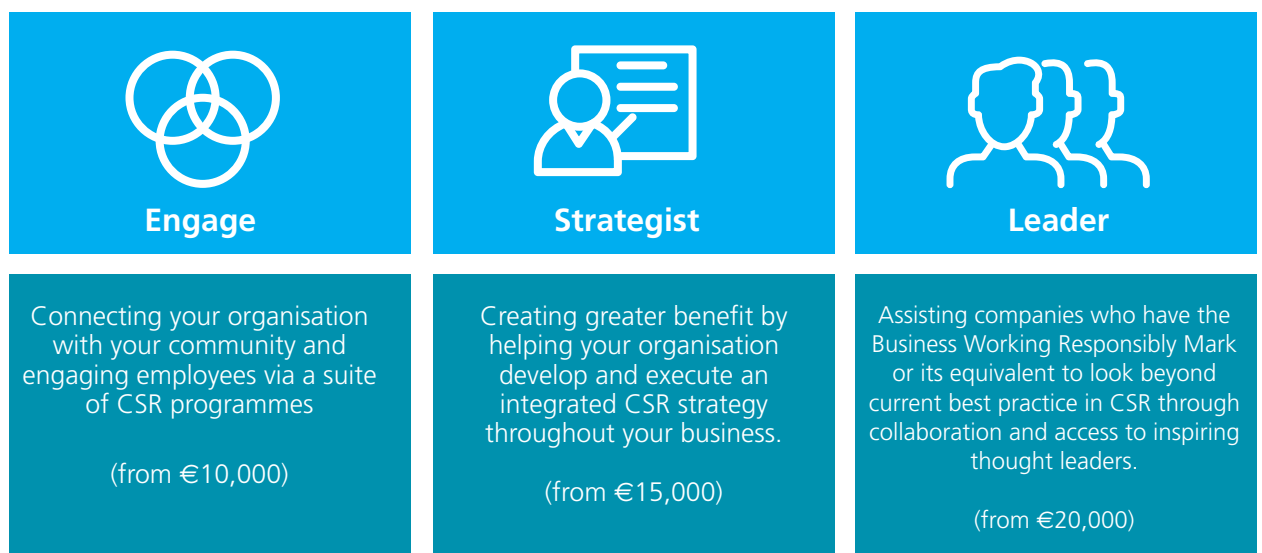


Figure 5. New BITCI membership streams

## 2. Articulation of Value Proposition

A key objective of our new strategic focus was helping our members and potential members clearly articulate the value of CSR to the bottom line, and the value of being a member of our network. This is essential for us to build a coalition of business and grow our network to drive our mission. To achieve this objective we published two key documents during 2015:



Figure 6. Business in the Community Ireland Services Catalogue



Figure 7. The Business Case for being a Responsible Business

## 3. Delivery of Organisational Change

The introduction and roll out of a new business model required a corresponding organisational change to ensure enhanced organisational capabilities. This included upskilling, increased integration and continued employee engagement during a time of significant change.

### Awareness

Throughout the course of the year an awareness programme was rolled out to ensure that all staff understood the need for change, how the revised business model was evolving and the key milestones. Awareness was delivered in a variety of ways including all-staff meetings, update at staff-day, emails and videos.

### Integration

A key tool in furthering the integration of all services within Business in the Community Ireland was the establishment of a cross-functional team comprising representatives from Membership Services, Business Action on Employment, Business Action on Education and HR. The objective of this team was to support the delivery of the new business model by identifying and making recommendations for changes to how we work. The group acted as an important staff engagement process during a time of change in the organisation, and facilitated integrated understanding and thinking of our service offering. The group identified ways to improve our member services and experience under the new membership streams. The team met eight times, delivered a set of recommendations to the organisation and concluded, in its current format, in December 2015.

### Training

A comprehensive training programme was put in place to support the implementation of the revised business model. This training was primarily targeted at staff with responsibility for selling the membership streams and transitioning members to the new streams.



### 4. Increased Brand Awareness

Underpinning our transition to a new business model was a Marketing and Communications strategy aligned with our strategic objectives. This is vital in convincing and encouraging companies and organisations to see Business in the Community Ireland as their partner in driving competitive advantage through corporate responsibility and sustainable business practices. Our overall aim is to position Business in the Community Ireland as a Trusted Authority on CSR with our members, potential members and key influencers.

In 2015, to support increased brand awareness we put in place the following:

- An Integrated Digital Marketing Strategy supported by the appointment of a Digital Marketing Executive; and
- A new Business in the Community Ireland website which brings together all of our services under one brand.

### Looking ahead

The implementation of the new business model and the roll-out of the new supporting structures will continue into 2016 and 2017.

# Highlights of the year

## The Network for Responsible Business



**12** New network members



**76** Total membership of network

**48**

Member companies participating in 2015 Impact Map



**17**

Organisations accredited to the Business Working Responsibly Mark



**BUSINESS WORKING RESPONSIBLY**



**30+** events delivered



Trended on Twitter

Launched our **SME service offering**



New focus - **Biodiversity**



Became a Global Network Partner of the WBSCD

## Business Action on Education



**168** Schools matched

**24**

Schools participating in Time to Read



**3553** of students impacted





## Business Action on Employment

**311**

New clients actively engaged with programme



**177**

People into employment

**15**

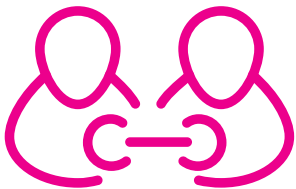
work placements provided by BITCI

**102**

People into training

**91**

Work Placements provided



**23**

Member Companies Engaged



**58**

Nationalities participated in programmes



**23**

Non-Member Companies Engaged

**55%**

of clients had been homeless in last two years

## The Community Foundation for Ireland



**€4.9** million made in grants



**€40.2** million value in endowed funds

**3,000+**

organisations engaged



**60**

Donor Advised Funds

**€25**

million cumulative grants made since 2000

**83%**

of grantees rated the Quality of Advice received was "Excellent" or "Good"

# Examples of some of our impact in 2015

## The Network for Responsible Business

The Business Working Responsibly Mark was developed by Business in the Community Ireland, based on ISO 26000 and audited by the NSAI. This all-encompassing standard certifies responsible and sustainable business practices. In 2015 we had 17 organisations certified to the Mark and this figure has grown year on year. The Mark structure is used as a framework for how we work with companies and help them to develop their CSR strategy. The benefits of the Mark include improved employee morale, better tendering credentials, enhanced investor relations and profile as a leading organisation in CSR in Ireland and internationally. CEOs of Mark companies had this to say on the impact of the Mark....



“The appeal of the Business Working Responsibly Mark was that it was hard to get, which made it a challenge. We simply would not have been interested if it were a rubber stamp you could buy”

**Richard Bradley,**

Managing Director,  
Boots Retail (Ireland) Ltd



“For us, getting the Mark was never about getting an accolade; it was always about continuous improvement”

**Liam O’Sullivan,**

Managing Director,  
Gas Networks Ireland



“Increasingly in tender situations... we get asked questions around our CSR practice... the Mark helps us tell that story”

**Brendan Jennings,**

Managing Partner,  
Deloitte

## Responsible Business for SMEs

As well as working with large multi nationals and large Irish owned companies through the responsible business network, we also engage with SMEs through our SME responsible business programme. We find that many SMEs are already engaged in a lot of responsible business practices but don't communicate what they do. In 2015 we launched a new sustainability reporting offering to get SMEs talking about their business practices. Below is some of the impact to date;



"It's a differentiator in the market. We used our sustainability report yesterday for the first time ever in a sales presentation, but we never thought of doing that until we met Responsible Business for SMEs. Now we're beginning to tell people what we do. Sustainability is the new mega-trend and I'm very proud to be doing it because we're leading the field."

**Colm O'Brien,**  
MD, Carambola Kidz



"Since we did our report, we opened up negotiations with a major UK retailer and one of the things on their list of things we had to have is a sustainability report. I'm so glad we did ours with Responsible Business for SMEs because if we hadn't, we wouldn't have a hope of working with this retailer."

**Kevin Dempsey,**  
MD, KDD



Business in the Community pointed out to us what we were doing right and suggested some improvements. They gave focus to our efforts to be a sustainable business and painted a picture, in the form of the Sustainability Report, as to how sustainable we are. When we read our own report it was like looking into a mirror and seeing ourselves as others see us - a well-run business which is built on the four pillars of community, workplace, environment and marketplace. It has enabled us to sell our services better, and made our company more efficient and a happier place to work."

**Alex Pigot,**  
MD, Tico Mail

## Examples of some of our impact in 2015

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### Business Action on Employment

Our employment programmes harness the power of business to help marginalised people get back to work.

#### Peter's Story

Peter was a high achieving college graduate who excelled through his school and university years. He worked in Ireland but during this time his mental health began to deteriorate. On completion of his degree he took some time to travel but when he returned his family were so concerned about his mental health that they tried to get him admitted to a local psychiatric service – however Peter was not willing to enter mental health services at the time and instead left the country and travelled to America.

In America he worked for over a year before issues with debt and addiction, combined with poor mental health caught up with him. At this time Peter took drastic action, he drove his car to a local bank, parked outside, went into the bank and held up staff and customers using a weapon he had recently purchased. Peter secured a small sum in the robbery but was apprehended as he fled the scene. He surrendered immediately to the police and was arrested and charged.

During his trial Peter's family outlined his previous mental health issues and need for treatment. Peter spoke of how "the voices" made him rob the bank when he knew how amateur it was and how likely he was to be caught – the crime was much more a cry for help than a criminal adventure. While the judge took these issues into consideration he sentenced Peter to the minimum seven year sentence for brandishing a firearm during a robbery as well as a minimum sentence for the robbery. Whilst in prison Peter was diagnosed with schizoaffective disorder and is being treated with medication.

Peter returned to Ireland after he was released from prison and moved into supported housing and an education programme, both tailored at supporting ex-offenders. Peter was then referred to Business Action on Employment – he felt that a work placement would be a good way for him to improve his employability and get back into the world of work. Peter also completed sessions to improve his CV and training on placement preparation & interviews. These proved particularly valuable to Peter as they gave him an opportunity to discuss how he may disclose his conviction and address the gap on his CV.

Peter wanted to return to the customer service sector where he had previous experience but this proved challenging given the nature of his conviction. Through careful deliberation and negotiation the company offered him a maintenance / stores position. He approached the placement with enthusiasm and commitment and received excellent feedback.

On completion of his placement Peter updated his CV and began his job search with renewed effort. Within a few weeks he had been offered a position in the field of customer service / warehousing which he accepted.

## Examples of some of our impact in 2015

### Business Action on Education

By working with businesses in Ireland we make an impact on education nationally and in local communities.

#### DAA & St. Finian's celebrate 10 years of Partnership

The academic year 2015-2016 marked the DAA's tenth year of involvement in the Schools' Business Partnership. Over the last 10 years the DAA has been partnered with St. Finian's Community College, Swords. Through the Skills @ Work programme the DAA is helping students from the school to bridge the gap between education and the working world.

On a recent visit to the airport, a group of 40 LCVP students from the school were introduced to the airport business before heading airside for a tour of the new T1 retail offering. The emphasis of the day was on the variety of jobs available in an airport as well as the benefits of continuing in education. Most of all the importance of enthusiasm and showing an eagerness to learn was highlighted.



Figure 8. St. Finian's students visiting Dublin Airport

The students were expertly guided through the Loop by retail staff who offered a fascinating insight into running such a large operation with the award winning Candy Cloud sweet shop being a particular highlight. Volunteers from the DAA work with the students in a variety of ways including advice on some of the skills needed to succeed after education, practicing job interview skills and providing tips on how to write an eye-catching CV. Commenting on the 10 years of collaboration between St Finian's and the DAA, Business in the Community Coordinator Aisling Fleming said "We are delighted to have been involved in this hugely successful partnership and would like to thank everyone from Dublin Airport who has helped out with the programme over the last decade."

### The Community Foundation Ireland

**In the 15 years since it was founded, The Community Foundation for Ireland has developed strategic partnerships with a number of corporate donors. One of the first partners, Xilinx, won the Corporate Philanthropist of the year Award 2015 in recognition of 10 years strategic community partnership in Ireland for giving as a corporate.**

Xilinx is a major US technology multinational with over 3,600 employees globally; it established its first operations in City West in Dublin in 1995. Xilinx, an organisation that prides itself on ensuring Corporate Social Responsibility at every level was seeking a way to engage and instil in its employees the company culture of giving and to create sustainable, long-term impact nationally and in their local communities. Through giving as a corporate and creating a fund with The Community Foundation for Ireland, investing over €750,000 nationally, Xilinx has yielded impressive results. Talbot National School in Clondalkin, where over 50% of families are on social welfare, is now on the European Athletics Leader Board and has achieved the Digital School Status Award. This is just one of the many local and national initiatives that have benefited from the Xilinx Community Fund Europe. Further details are available [here](#).



Figure 9. Kevin Cooney, Managing Director Xilinx EMEA and Global Chief Information Officer (left) receiving the Corporate Philanthropist of the year Award 2015 alongside other awardees.

# Our Sustainability

Our own sustainability is extremely important to us and we are aware of the need to take a leadership position in this area. We aim to be best in class and this year in preparing this report, we followed the G4 Guidelines and NGO Sector Disclosures.

## Determining Materiality G4-18 G4-23

In order to determine what is material to our organisation and therefore what we should report on, we undertook an engagement process with a range of internal and external stakeholders. This is the first time we have undertaken this exercise and therefore the scope of our reporting differs from that in previous years. In this section we describe this process and how we determined our material aspects.

## Stakeholder identification and engagement G4-25 G4-26

Our 'Down to Earth' Sustainability Team, comprising members from across all sections of the organisation led the process of identifying and prioritising our stakeholders. Once all of our stakeholders were identified the group scored how each of the stakeholders influence our economic, environmental and social performance and also the impact of our performance in each of these areas on the stakeholders. We then produced a stakeholder map which plotted 'influence of stakeholder' versus 'impact on stakeholder'. This stakeholder map was validated by the senior team and a decision was made on who to engage, who would 'own' this engagement and the best method of consultation. The following priority stakeholders were chosen to engage with for this Sustainability report:

Stakeholder	Method of engagement
Employees	Noticeboard survey & online survey
Customers – BITCI members companies	Online survey
Customers – CFI Donors (selection)	One-to-one engagement
Board – BITCI	Online survey
Board – CFI	Online survey
Partners & Collaborators	Online survey

Figure 10. Stakeholders engaged and method G4-24

In addition to specific stakeholder engagement for the purpose of determining materiality, we also engage with these stakeholders on a regular basis throughout the year. We use a combination of annual surveys, one-to-one meetings and network events.

## Identification

We compiled a list of all aspects from G4 and sector specific aspects from the NGO Sector Disclosures document and used this list to engage our priority stakeholders through the methods outlined above. We asked them which of the aspects they felt were most important in assessing The Foundation's sustainability performance. We also gave them the opportunity to identify any other aspect, which was not listed but which they deemed important in assessing The Foundations' sustainability performance. We did not ask stakeholders to prioritise the aspects.

## Prioritisation

As part of our prioritisation of aspects, we held a workshop with our sustainability team. Taking into consideration all the GRI aspects (including those from the NGO sector), each member of the team was asked firstly whether or not the aspect was relevant to our organisation. For each aspect that they deemed relevant, each member was asked to assign an importance score on a scale of 1-5, where 5 is very important. Participants were asked to consider the following when assigning their scores:

- Future challenges for the sector and consideration by peers.
- Significant legislation or regulations
- Opportunities and risks for the organisation
- An important issue for our customers or other stakeholders
- A risk or important issue for sustainability

# Our Sustainability

The views of our stakeholders were mapped against the views of the organisation (i.e. what emerged from the workshop with the sustainability team) and the following materiality matrix was the result:



- Key**
- Economic
  - Environmental
  - Labour
  - Human Rights
  - Society
  - Product/Service Responsibility

## Validation

The materiality matrix was validated with our senior team and the threshold for choosing the aspects on which to report was agreed. In determining the threshold the senior team considered the following:

- Good mix of aspects (scope)
- Time and resources available to collect and monitor data
- Availability of data for the reporting period

The eight aspects with the highest scores from both the stakeholders and the business were chosen as the material aspects for this report. As Energy and Transport were both rated highly and no other environmental aspects were chosen we have also decided to include these and will represent these in the form of carbon emissions. The table below outlines the material aspects and their boundaries (those with an asterisk indicate the NGO Sector Disclosure).

Aspect	Where impacts occur within The Foundation for Investing in Communities	Where impacts occur outside The Foundation for Investing in Communities
Employment	Main office and home working	
Diversity and Equal Opportunity	Main office and home working	
Training and Education	Main office and home working	
Socially Responsible Investment*	Main office	
Gender & Diversity (services)*	Main office	Service users
Occupational Health & Safety	Main office and home working	
Ethical Fundraising*	Main office	
Local Communities	Main office	Local community
Emissions	Main office	Participants and speakers travelling to events organised by the Foundation for Investing in Communities

Figure 12. Material aspects and boundaries G4-19 G4-20 G4-21 G4-27



## Material aspects and indicators

### Employment, and Diversity and Equal Opportunity

The Foundation for Investing in Communities is committed to diversity and equal opportunities and this is supported through our workplace policies and practices. We participate in Excellence through People; this initiative provides a business improvement model for organisations to enhance performance, through the management and development of its employees. Excellence through People is externally audited by the NSAI. In 2015, we had a score of 89%. We will be assessed again in 2016.

Our recruitment policy reflects our belief that diversity in all areas is necessary in helping us grow a successful organisation. Details of our policies are set out in the employee handbook which every staff member receives at induction. It is the combined responsibility of every Manager to support and communicate the Equal Opportunities guidelines to their team. We are committed

to both age and gender equality while also tracking the nationality of our workforce.

As is clear from the tables below, the majority of the staff at The Foundation is female. In contrast to this, the boards comprise a higher percentage of males. We are conscious of our gender balance figures and work to improve this year on year. New Employee Hires and Employee Turnover Figure 11 reflect a similar pattern. Over the last year we have reviewed the language used in job adverts and looked at where we advertise in an attempt to close the gender gap of our workforce.

We have a good blend of ages among our workforce and this brings with it a diverse range of experience, ideas and knowledge that is essential to the growth and success of the organisation.

The tables below show the 2015 employment and diversity patterns for the Foundation for Investing in Communities.

	Total	Gender		Age Group				Nationality
		Female	Male	<30	30-50	50-59	>60	
Starters	12	83%	17%	4	7	1		58% Irish, 8% EU, 33% Rest of the World
Leavers	9	88%	11%	2	5	2		100% Irish

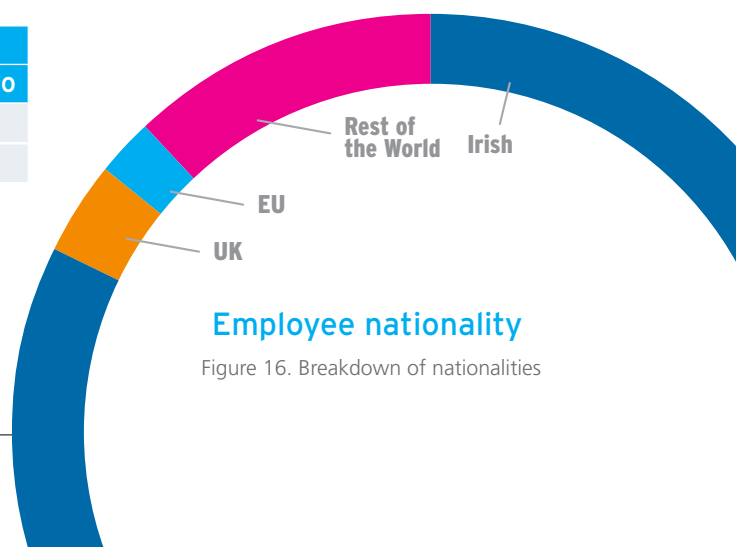
Figure 13. New Employee Hires and Employee Turnover **G4-LA1**

	Gender		Age Group				Nationality
	Female	Male	<30	30-50	50-59	>60	
BITCI Board	30%	70%		1	6	3	Irish – 10
CFI Board	18%	82%			3	8	Irish - 11
The Foundation	12.5%	87.5%			1	7	Irish – 7, UK – 1

Figure 14. Composition of governance bodies **G4-LA12**

	Gender		Age Group			
	Female	Male	<30	30-50	50-59	>60
Staff	88%	12%	11	37	15	3
Management	71%	29%	4	3		

Figure 15. Breakdown of Employees **G4-LA12**



### Employee nationality

Figure 16. Breakdown of nationalities

## Training and Education G4-DMA

Training, education and career development are key priorities for the Foundation for Investing in Communities. The Foundation supports and encourages the career and professional development for all staff through our training policy. Training is planned, managed and monitored through a co-ordinated training structure which is led by the CEO with the support of the Senior Management Team. All training is logged on our internal system, HR Locker. After each training session staff are asked for feedback. In 2015, 1.5% of payroll was invested in external training and majority of training was peer led.

## Performance reviews G4-LA11

100% of our staff receive annual performance reviews with their line manager. We use a standardised template for action and development plans and these plans form the basis of the annual and biannual appraisals. This review process includes stretch objectives, individual development plans and training needs for the year to ensure professional and career development.

As performance and development reviews are received by 100% of staff, see figure 15 on page 23 for the gender and employee breakdown.

## Gender and diversity (Product Responsibility) G4-DMA

By remit and function, our programmes are designed to reach a diverse range of the most vulnerable in society.

For our employment programmes the entire purpose is to promote diversity in the workplace by trying to ensure the inclusion of those at risk of exclusion. High risk categories can include people suffering from homelessness, mental ill health, criminal convictions and addiction issues along with people facing strong challenges to settling and integrating in Ireland (i.e. people acquiring refugee status and non-EU nationals).

In order to design, evaluate and monitor our programmes we actively identify areas where there are greater levels of social exclusion and pilot projects to address this area. We facilitate a client led approach to guidance so that the programme is based on client need or interest area. This approach ensures a continuous level of diversity in relation to programme design and implementation. Places on the programmes are allocated on a gender neutral basis with the main criteria being high risk and vulnerable people. To ensure no group is being excluded we regularly contact a broad range of services that work with our target group e.g. addiction services, homeless service (Irish / EU / Migrant), employment services and mental health services.

We record the gender, age and ethnicity details of our programme users. This information is tracked and kept on an internal database. Using this information we provide reports for some of the programme funders and steering groups. As well as reporting, the data is used to tailor interventions and supports according to clients' needs, i.e. providing extra preparatory sessions for our Training and Education Officers.

<sup>1</sup>All staff refers to permanent staff on either part or full time contracts. Volunteers and short term contracts (i.e. 4-6 weeks etc.) are excluded. Volunteers have regular catch ups and check-ins with their line manager instead of formal appraisals.

<sup>2</sup>Delivering Equality of Opportunity in Schools (DEIS) the Action Plan for Educational Inclusion, was launched in May 2005 and remains the Department of Education and Skills policy instrument to address educational disadvantage. The action plan focuses on addressing and prioritising the educational needs of children and young people from disadvantaged communities, - See more at: <http://www.education.ie/en/Schools-Colleges/Services/DEIS-Delivering-Equality-of-Opportunity-in-Schools-/#sthash.4WqifWMM.dpuf>

Similarly, through the Community Foundation for Ireland, we believe in the power of philanthropy to deliver just and progressive social change. The CFI grants policy focuses on marginalised and socially excluded organisations that don't receive main stream funding. The areas of focus are diverse and varied including 'Belonging16' to build inclusive communities, The Women's' Fund and the Older Person's Fund. Some key areas of focus for impact grants include refugees, transgender, older persons and homelessness.

In relation to our Business Action on Education programme, it is harder to implement gender and diversity criteria. The schools that are included in this programme are identified and selected primarily based on their DEIS status and after that we consider practical factors such as the geographic location of the school in relation to the business with which it has been partnered. The only instance where there are different considerations is in the pairing up of the volunteers and students. In the mentoring programme we generally ensure mentors and mentees are the same gender. The same sometimes applies in the Time to Read initiative when the school/company makes a specific request.

Finally, the business network is a strong advocate for gender diversity and we encourage our members to promote diversity in all its forms throughout their workplaces. Diversity and Equality is an indicator in the Business Working Responsibly Mark and therefore we look for best practice in this area with all the organisations with which we work.

For the Membership Services team at Business in the Community Ireland, diversity is a key component in our decision making criteria, for example, when deciding on speakers and panels at events we strive to ensure a good gender balance.

### Socially Responsible Investment G4-DMA

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 including directing and managing the investment management of funds.

Through the Foundation's investment policy, investment managers are prevented from investing in armaments, tobacco, nuclear and pornography, these are the only limits we have at present. In order to monitor our investments we get quarterly updates on our shares which we review.

### Ethical Fundraising G4-DMA

As a not-for-profit organisation, ethical fundraising has been determined as a material indicator for us to report on.

Business in the Community Ireland funding is either by membership (through the responsible business network), sponsorship or government funding. All Government funds are accounted for and reported on to the relevant government department or agency in the format required by the funder. The Community Foundation for Ireland has a Gift Acceptance policy which sets out for donors the basis on which the Foundation accepts gifts to support them to give effectively. The Foundation's board has the ultimate responsibility for the management of donated assets once given. Aspects of our employment programmes are regularly audited by key funders i.e. the Department of Justice and the European Social Fund. Audits are done at least once per year to ensure adherence to strict government and EU financial and policy standards.

Please see page 29 for details of our Financial Statements.

## Occupational Health & Safety G4-DMA

Through our Health and Safety policy, the organisation aims to ensure the Health, Safety and Wellbeing of its entire staff including and beyond our legal requirements. We have a designated Health and Safety Officer (H&S officer) and a Health and Safety committee. The committee meets up to five times a year and has representatives from all sections of the organisation. The H&S Officer is also our internal fire warden and the occupational first aid officer. We have fire marshals and first aid personnel on all floors across the organisations to support the officer.

Health and Safety training is included for all staff (including work placements and volunteers) as part of their induction. After the induction, the H&S officer carries out an ergonomics assessment at every staff member's desk (staff who work from home are asked to fill in an online health and safety assessment). A risk assessment is carried out on staff that are pregnant and periodic ergonomic assessments are carried out throughout their pregnancy and when they return to work.

## Type and Rate of Injury G4-LA6

During 2015 there was one workplace accident where a staff member slipped and fell down the stairs; this incident resulted in two days off work for the staff member. When a workplace accident happens staff are required to fill out an accident form and any eye witnesses are asked for an account. Once these are received by the H&S Officer, the organisation takes every step to remedy the issues through reviewing the necessary policies and practices. All accidents are reported to the board. Following on from the 2015 incident, the stairs policy was reviewed and recirculated to all staff.

## Wellness

At The Foundation, wellness is included in the Health and Safety remit. Regular initiatives to promote and encourage health and safety as well as overall wellness are organised.

Through VHI, our staff and families have access to an Employee Assistance Programme (EAP). The programme is a free and confidential service that is provided by The Foundation for Investing in Communities. It gives invaluable information, specialist counselling and support.

Each month topics are selected and looked at more deeply. Each month all staff receive an email from the H&S Officer that explains the topics and how to get more information. The topics are not just work related, EAP membership can be used for general health and lifestyle issues/concerns

### Health and Wellness Week 2015

From 23rd – 27th March, 2015, we held a Health & Wellness Week. This was a designated week that raised awareness on different aspects of overall health and wellness. During the week staff could attend various presentations such as Healthy Eating for Life, Life & Balance - The Brain that Rewires itself and Sight Care etc. As part of the overall wellness initiative and in recognition of the impacts that sedentary work can have on staff, the organisation facilitates head and neck massages on a bi-monthly basis and in 2015 it also facilitated after work yoga classes in our boardroom. The health and safety committee have also put posters up around the office building promoting tips and tricks for health and wellness.



Examples of the health and wellness posters around the office

### Local Communities G4-DMA

Through our core operations, we have a deep understanding of some of the social issues our local communities face. Through our Education and Employment programmes as well as our Membership activity we research, map and mobilise action on these issues. As a result of this work, we have a good knowledge and comprehension of the social issues in Dublin 1, the community in which our offices are based.

### Engaging our local communities G4-SO1

In light of this, we offer many work placements throughout the year. The placements are through the Business Action on Employment programme. Last year we had 15 work placements in Business in the Community Ireland; the average work placement lasts 4 months. This placement often plays a fundamental role for the client in getting the confidence and experience they need in the Irish market so that they can go on and join (re-join) the workforce.

All staff are entitled to two volunteering days a year to use as they choose. A lot of our staff use some or all of this time to get involved in the Business Action on Education programme and engage in the Time to Read initiative. In 2015 we were matched with St Mary's Primary School, Dorset St. Eight of our staff volunteered with a total of 44 hours spent on the programme.

Each year, The Foundation participates in the Saint Vincent De Paul 'Giving Tree' appeal. As part of this initiative, our employees buy gifts and we donate them to Saint Vincent de Paul (SVP). Our offices are located a short walk from the Saint Vincent De Paul offices on Sean McDermott Street, last year some of our staff also volunteered at the office and helped to pack Christmas hampers and sort through the 'Giving Tree' gifts that were received from companies and individuals across Ireland. The hampers and gifts were delivered to homes across the Dublin region just in time for Christmas. SVP has had an increase in the number of calls for help in recent years and through this volunteering and donation support we could play our part in ensuring the success of the project in helping to reach those most in need in our local communities.

As part of our community engagement and through our internal H&S Officer we are in constant contact with Store Street Garda station. We always aim to facilitate the work of the Gardaí; we receive regular updates from them in relation to news bulletins and safety and crime prevention advice. Similarly as the Luas works are taking place outside our premises, we receive regular transport updates from Luas Cross-City so we can ensure our staff and clients have minimal transport difficulties.

The Foundation for Investing in Communities is aware of our prime city location and so we open our roof top every year for the annual St. Patrick's Day Parade. Staff are encouraged to bring friends and family to the office to enjoy the festivities from this vantage point.

100% of our operations are involved in our community engagement as we only have one office location on O'Connell street



Figure 17. Toys for SVP 'Giving Tree' appeal

# Our Sustainability

## Emissions G4-DMA

At The Foundation for Investing in Communities we are very conscious of our leadership role in reducing our impact on climate change. Our main Greenhouse Gas (GHG) emissions are as a result of space heating in our building and business travel associated with delivering our services.

We have an environment policy in place which sets out our commitment to limiting our impact on the environment. Our food and sustainable procurement policies also support our commitments in this area. The 'Down to Earth' sustainability committee has overall responsibility for managing and driving environmental sustainability. Because of the age of our buildings, their listed status and the fact that they are rented we are limited in terms of the technical approaches that we can take. Therefore we focus on raising awareness of the environmental impact of our office electricity use and our business travel and how we can all take action to reduce this impact.

In 2015 we undertook the following activities to raise environmental awareness with our colleagues:

- **Birds and the Bees** – a Lunch and Learn session on the importance of biodiversity and hedgerows.
- **Bin Signs** – additional visual bin signs to help with segregation
- **Quiz** - World Environment Day quiz
- **Regular newsletters**

Environmental sustainability is also a part of induction for all new employees.

## Our Carbon Footprint 2015 G4-EN16 G4-EN17

Emissions Source	CO2 (KG)
Electricity	43979
Car	16486.44
Taxi	1164.64
Train	753.29
Luas	37.48
Bus	63.37
Flights	6808.48
Total	69292.70

Figure 18. Carbon emissions

### G4-EN18

Our total greenhouse gas emissions for 2015 were 69,292kgCO<sub>2</sub>e. The chart shows the breakdown of emissions between electricity and business travel. Electricity comprises 63.5%, with business travel making up the remainder. Although our overall carbon footprint has increased year on year since 2013, our carbon emissions per employee have reduced. The table below demonstrates this trend.

	2013	2014	2015
Total carbon footprint (kgCO <sub>2</sub> e)	61,590	66,692	69,293
Carbon emissions / employee (kgCO <sub>2</sub> e/FTE)	1513	1466	1444

Figure 20. Emissions trend

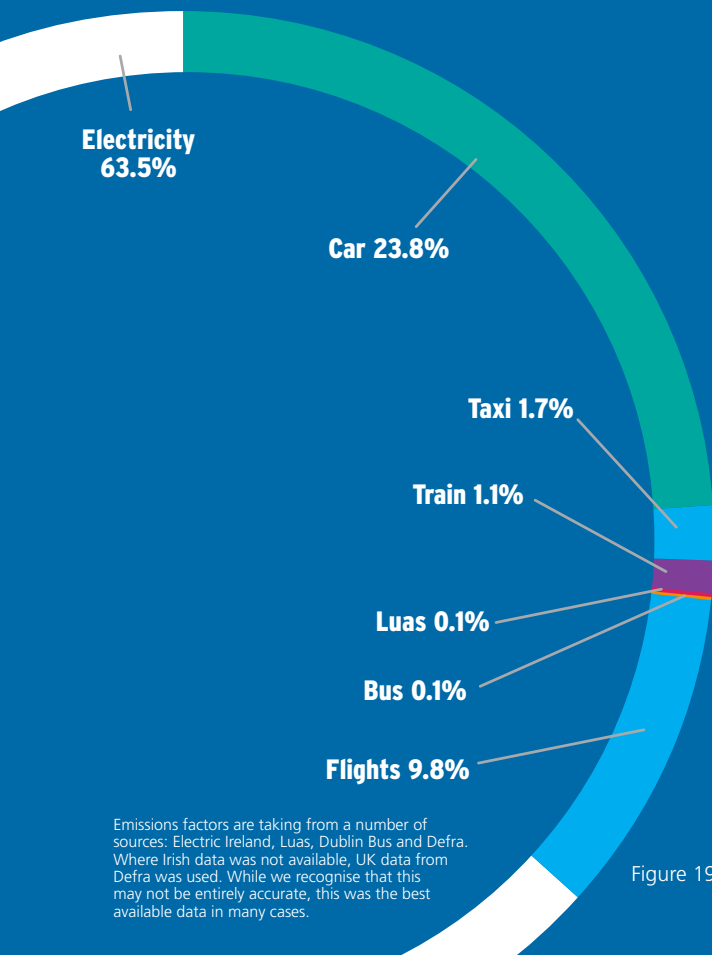


Figure 19. Carbon Footprint 2015

Emissions 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.

## Funding overview 2015

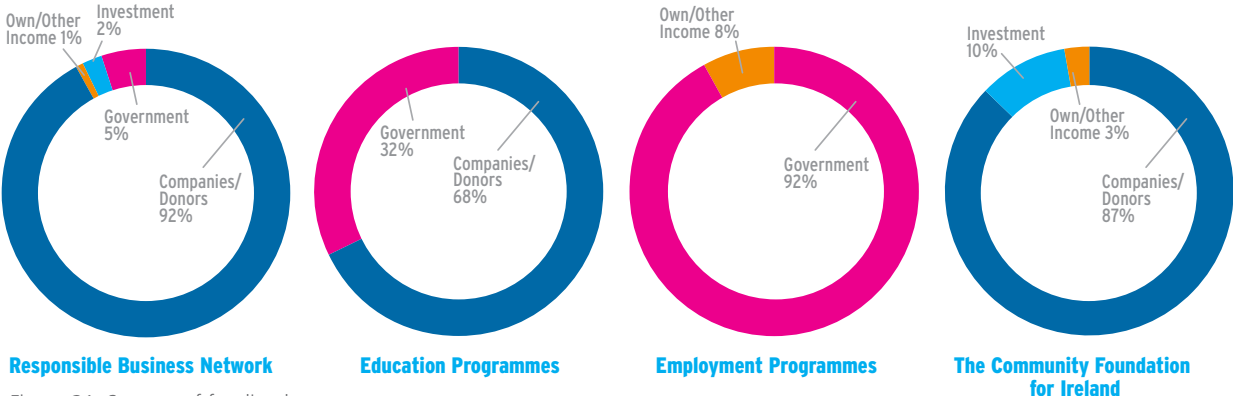


Figure 21. Sources of funding by category

Top Five Donors	Values
Department of Justice and Equality	€464,000
Department of Children and Youth Affairs	€207,000
Department of Social Protection	€100,000
ESB	€72,000
Marks & Spencer	€58,000

Figure 22. Five largest donors and monetary value

# Financial Statements

## Income and expenditure summary for 2015 (Foundation for Investing in Communities)

	Notes	Incoming	Outgoing
Incoming resources	1	€12,498,849	
Operating costs			€1,476,881
Employee compensation			€2,176,971
Donations and other community investments	2		€4,956,029
Retained earnings	3		€1,861,259
Payments to capital providers		-	
Payments to Government		-	
Financial assistance from govt*		€835,832	
*Government Funding received			
Employment Services	4	€543,249	
Schools Business Partnership	5	€237,125	
Capacity Building	6	€55,458	

Figure 23. Summary for 2015

**These are draft 2015 accounts and are subject to audit. Audited accounts will be published on [www.bitc.ie](http://www.bitc.ie) and [www.communityfoundation.ie](http://www.communityfoundation.ie) websites in the Governance Sections.**

### Notes

<sup>1</sup> Incoming resources includes €8,789,000 of donations for charitable causes, of which €2,239,000 is for an endowment fund from which grants are made on investment income. This also includes €780,000 government funding, which supports the EPIC programme, Schools' Business Partnership and Ready for Work.

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

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

<sup>4</sup> Employment 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 substantially funded by the Department of Justice and Department of Social Protection

<sup>5</sup> The 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.

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



# GRI Index

## General Standard Disclosures

General Standard Disclosures	Page	Omissions
External Assurance - We have not sought external assurance for the 2015 report		
<b>Strategy and Analysis</b>		
G4-1	1	
<b>Organisational Profile</b>		
G4-3	Inside cover page	
G4- 4	8	
G4- 5	3	
G4- 6	3	
G4- 7	Inside cover page	
G4- 8	3,8	
G4- 9	8, 29	
G4- 10	23	
G4- 11		No employees at the Foundation for Investing in communities are covered by collective bargaining agreements.
G4- 12	7	
G4- 13	10	
G4- 14	5	
G4- 15	7	
G4-16	7	
<b>Identified Material Aspects and Boundaries</b>		
G4- 17	Inside cover page	
G4- 18	20	
G4- 19	22	
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<b>Stakeholder Engagement</b>		
G4- 24	20	
G4- 25	20	
G4- 26	20	
G4-27	22	
<b>Report Profile</b>		
G4- 28	Inside cover page	
G4- 29	Inside cover page	
G4-30	Inside cover page	
G4- 31	Inside cover page	
G4-32	Inside cover page	
G4- 33	Inside cover page	
<b>Governance</b>		
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<b>Ethics and Integrity</b>		
G4- 56	7	

## Specific Standard Disclosures

Material Aspects	DMA and Indicators	Page no	Omissions
External Assurance - We have not sought external assurance for the 2015 report			
Employment	G4 – LA 1	23	
Diversity and Equal Opportunity	G4 – LA 12	23	
Training and Education	G4 – LA 11	24	
Socially Responsible Investment*	G4 - DMA	25	
Gender & Diversity (services)*	G4 - DMA	24-25	
Occupational Health & Safety	G4 – LA 6	26	
Ethical Fundraising*	G4 – DMA, G4 – NGO 08	25, 29	
Local Communities	G4 – SO1	27	
Emissions	G4 –EN 16	28	
Emissions	G4 –EN 17	28	
Emissions	G4 – EN 18	28	

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