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) and Business in the Community Ireland (www.bitc.ie). The reporting period is from January to December 2017.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option and uses the NGO Sector Disclosures. The GRI reference code is located at the top of each section, highlighted in a pink box. The GRI Content Index on page 42 indicates the reported disclosures and the location of information in this report. This report is not externally assured.

There have been no changes in reporting and no restatements are necessary from information provided in previous reports. The reporting principles for content and quality have been applied throughout the report and used to describe how content is decided, communicated and managed.

Our last sustainability report was published in July 2017, covering the period from January to December 2016 and our reporting cycle is annual. While some organisational changes happened during 2017 (captured below) there was no change to our management processes and therefore detail of our management approach throughout the report has remained the same as previous reports.

We welcome stakeholder feedback on this report and will continue to take it into account when preparing future reports. Please send any comments and/or questions to sustainability@bitc.ie

Materiality

In 2015 we conducted a stakeholder review and materiality assessment, this consultation resulted in the identification of our material topics. Materiality assessments take place every three years, our next assessment is due in 2019.

For the 2017 report, we asked our stakeholders to confirm that they were happy with an updated disclosure on the same material topics. This stakeholder consultation was particularly important as we had two significant organisational changes during 2017;

1) It was decided during 2017 that Business in the Community Ireland and The Community Foundation for Ireland would have two separate CEOs going forward. During 2017, the Business in the Community Ireland (BITCI) board carried out a recruitment process for a new CEO and this resulted in a new appointment effective from January 2018.

2) During 2017, after an extensive search, we found a new office location in Phibsborough Tower, Phibsborough, Dublin 7.

With regard to these two changes, both internal and external stakeholders confirmed that they were still satisfied with the previously identified material topics. More detail on the feedback we received is on page 30.

These changes did not come into effect until 2018 and therefore did not impact our structure or processes for 2017.
Dear Stakeholders,

It gives me great pleasure to introduce the 2017 Sustainability Report of our organisation, The Foundation for Investing in Communities, incorporating Business in the Community Ireland and The Community Foundation for Ireland.

Openness, transparency and accountability are at the core of our operating principles. We aim to be a leading organisation in mobilising and affecting change and we are determined to present to our stakeholders a balanced summary of our activities and impacts.

2017 was an important year for our organisations as we continue to grow and consolidate our work. We were pleased to secure new premises and in January 2018 we moved our operations to Phibsborough and we are now working towards making our offices sustainable, inclusive and engaging for our colleagues, members, funders, clients and neighbours.

For Business in the Community Ireland, 2017 closed the cycle of its three year strategic plan and I am delighted to confirm that the new business model has consolidated and matured with a clear offering and engagement by our growing membership base. At our annual CEO Forum in November we added eight new certified companies to the Business Working Responsibly mark. These 29 companies are working on our Leaders’ Group on Sustainability which will be launched in 2018.

For The Community Foundation for Ireland, 2017 was an impactful year as we continued to grow our grantmaking to €6.5 million and we opened eight new donor advised funds. It completed its three year strategy and launched a new and exciting strategy Giving, Gaining and Growing for Social Change 2018-2020. To see it in full, visit www.communityfoundation.ie/governance/overview

Last November, Tomás Sercovich was appointed to succeed me as CEO of Business in the Community Ireland. We are very much looking forward to working with Tomás in advancing the agenda for responsible business in Ireland. I remain CEO of The Community Foundation for Ireland and of the Foundation for Investing in Communities. This is a significant change for our organisations and one that will allow both organisations to grow their impact and scope of activity.

I want to express my immense gratitude to the Boards of Business in the Community Ireland and The Community Foundation for Ireland for their inspirational leadership, as well as to all my colleagues in both organisations who remind us every day of the mission we aim to accomplish. Working with such amazing professionals is very motivating and satisfying.

A key principle of our organisations is engagement and I hope this report represents an open door to our stakeholders to interact, comment, challenge and support our work.

Please join us in realising our ambition for a more inclusive and sustainable Ireland.
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General Standard Disclosure
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 -charity regulator no. 20044879; 13967 -charity regulator no. 20044886; and 13968 -charity regulator no. 20044893; respectively). In late December 2017 we moved offices from O’Connell Street, Dublin 1 to Phibsborough Tower, Phibsborough Road, Dublin 7. We continue to have 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 impacts.

Business in the Community Ireland 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 corporate social responsibility and sustainability, we are the trusted advisers on responsible business practices in Ireland.

The Community Foundation for Ireland believes in a fair, caring and vibrant Ireland for now and the future. We work with individuals, families, corporates and other trusts and foundations to translate giving in the moment to giving that is strategic and impactful. We respond to Ireland’s complex needs by building deep relationships with non-profit organisations working at the coalface. We build platforms with local communities and collaborate with the public sector. We use our knowledge to help donors translate their aspirations of giving back into effective investments by utilising their experience and resources. We have been providing grants since 2000 and in 2017 we gave out over €6.5 million to communities in Ireland and abroad. We have dedicated and committed staff who have extensive experience of grant-making from working with over 4,000 non-profit organisations at a national, regional and local level throughout Ireland and overseas. With over 1,800 community foundations globally, the community foundation model is a proven and effective model for social change.
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 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 member along with our senior management considers the risk management aspects of our operations.

The Foundation for Investing in Communities has a Finance, Audit, Investment and Governance (FAIG) Committee which covers both The Community Foundation for Ireland and Business in the Community Ireland. The FAIG Committee have 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:

### Business in the Community Ireland Board members (as of 31 Dec 2017)

- Ronan Murphy (Chairperson)
- Richard George
- Kyran Johnson
- Chris Martin
- Siobhán Masterson
- Aengus McClean
- Carmel McQuaid
- George O’Connor
- Aileen O’Toole
- Maurice Pratt
- John Reynolds

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

### The Foundation for Investing in Communities Board (as of Dec 2017)

- Louis FitzGerald (Chair)
- Mike Gaffney
- Brian Geoghegan
- Richard George
- Anna Lee
- Pat Lynch
- Kieran McGowan
- John Trethowan

### The Community Foundation for Ireland Board members (as of 31 Dec 2017)

- Mike Gaffney (Chair)
- Patrick Farrell
- Louis FitzGerald
- Richard George
- Eamonn Heffernan
- Dr Brian Keogh
- Anna Lee
- Catherine Mullarkey
- Roddy Rowan
- Tara Smith

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

Figure 1. 2017 Board Membership
Our Governance

In BITCI, a Business Action on Employment Steering Committee 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 companies with the Employment Programmes;
- To amplify the expert voice of the Employment Programmes using Group members’ business and government links;
- To seek funding and collaboration opportunities to sustain our work and grow its impact.

The group is chaired by a member of Business in the Community Ireland's board and includes a representative from the Department of Employment Affairs and Social Protection. The group meets approximately every two months.

The following organisations are represented on our Business Action on Employment Steering Committee:

Bank of Ireland, Enterprise Rent-a-Car, Virgin Media, SSE Ireland and Department of Employment Affairs and Social Protection.

For more information on our FAIG committee, see the annual report for The Community Foundation for Ireland here.

For The Community Foundation for Ireland, three subgroups are in operation. These include; the Grants Assessment Panel, which meets at least three times per year, a Professional Advisers Advisory Group which meets four times per year and a Fund Development and Marketing sub group. For more information on The Community Foundation for Ireland’s governance structure and the FAIG committee, please see the annual report here.

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 of the managers of these departments, plus the CEO, the Head of Development for The Community Foundation of Ireland, the Head of Advisory Services for Business in the Community Ireland and the Manager of the Business Action on Education programme.

From 2018, changes will be introduced to our governance structure to reflect the appointment of a new CEO for Business in the Community Ireland. This will be reported on in our 2018 report.

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 2017.
Our Governance

Governance Changes during 2017

During 2017, Tina Roche announced that she would step down as the CEO of Business in the Community Ireland but remain as CEO of the other two organisations. As each organisation always operated with a separate board as per figure 1 (page 6), this change will not bring about any major alterations to the structure of our Board of Governance.

After an extensive recruitment period, a new CEO for Business in the Community Ireland was announced. Tomás Sercovich was appointed CEO in January 2018. Previously, he was with Spain’s largest sustainability network, Forética as Director of External Affairs. Tomás is a member of the Board of CSR Europe since 2008.

During 2017, the long standing Chair of the Board of Business in the Community Ireland, Kieran McGowan, stepped down. In March 2017, Ronan Murphy was appointed as the new Chairperson. Ronan Murphy is the former Senior Partner of PwC Ireland, a position he held from 2007 to 2015. He was also a member of the PwC EMEA Leadership Board for a five year period from 2010 to 2015.

In light of the forthcoming General Data Protection Regulation, resources were put in place to carry out a review at the end of 2017, to ensure compliance when the new regulations take effect in May 2018.

The Governance Code

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 in place, to ensure governance around key areas within the organisations, they are 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.
- **Moving Committee** – During 2017, due to the search for our new office premises, a temporary committee was set up to facilitate and manage the office move. The group consisted of the CEO, Finance and Office Manager and input from the Board.
Ethics and Integrity

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 and 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 the Directors’ Code of Conduct and Directors’ Duties Guidelines among other policies. Please see here for Business in the Community Ireland governance policies and here for The Community Foundation for Ireland.

All board members are inducted when they take up their position.

Employees and board members are also guided by our values, which state:

“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!”

Membership of Associations

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. In 2016 we were audited and received a score of 94%, the audit lasts for 3 years and so our next audit will take place in 2019.

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

- Code of Practice for Good Governance of Community, Voluntary and Charitable Organisations in Ireland - Working Group
- CSR Europe: The European Business Network for Corporate Social Responsibility - National Partner Organisation
- Ibec
- National CSR Stakeholder Forum - Forum Member
- Philanthropy Ireland
- The Wheel
- UK Community Foundations - Associate Member
- World Business Council for Sustainable Development - Global Network Partner
As a small organisation, our supply chain is relatively limited. Our main suppliers focus on food, events, print materials, utilities and office equipment including phones, stationery and IT. The biggest activity in our supply chain in 2017 was the search for a new office building.

Due to our new office location; we will review our procurement policy and local suppliers throughout 2018 and 2019. As a small organisation, we support local suppliers, SMEs and entrepreneurs, therefore the procurement policy will be used to build awareness and knowledge among suppliers rather than to exclude them. You can find our policy on our website, here.

For various operational reasons, we did not reach our ambition to extend the policy to encompass print and paper materials during 2017. As a small organisation, with limited resources we need to review our procurement action plan to maintain achievable goals.

**Procuring a new office building**

Throughout 2016 and 2017, a designated committee led the project to source a new office building for the Foundation for Investing in Communities. The group consisted of the CEO, Finance and Office Manager and input from the Board with support from numerous professionals including an architect, structural and mechanical/electrical engineers, property and planning advisors and a solicitor who specialises in property conveyance.

After an extensive search period where we viewed over 55 buildings, we finally found the location for our new home during 2017. At the end of 2017, we started the move to our new offices on the 3rd floor of Phibsborough Tower, Phibsborough Road, Dublin 7. The building is a rented building and we acquired the whole 3rd floor and space on the mezzanine floor for our employment training programmes. For the first time ever, both organisations are on the same floor, working in an open plan office. The building is also wheelchair accessible with lots of natural light, showers, bike storage and great access to public transport.
Our Services

Business in the Community Ireland

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

- The Network for Responsible Business
- The Business Working Responsibly mark
- Business Action Programmes

Our mission is to harness the power of Irish business to maximise its positive impact on all its stakeholders and society.

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 from any sector at any stage of their CSR and sustainability journey. (Please see here for more information on our membership streams). At the end of 2017, we had 82 members. See here for a full list of members.

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 third party, independently audited, certified standard for CSR. Audited by the NSAI and based on ISO 26000, the mark is the premier business standard in Ireland.

In 2017, six new companies were certified to the Mark and two companies re-certified, this meant we ended the year with 29 organisations accredited to the Mark. Find out more about the Business Working Responsibly mark here.

2017 was the last year of Version 3 of the Mark and from January 2018, all new companies will sign up to Version 4 of the Mark. The Mark is reviewed and updated every three years to ensure it is constantly promoting best practice and reflects current business issues. For an overview of the Version 4 changes, see here.
Our Services

The Business Impact Map

Every year, Business in the Community launches a new Business Impact Map. The Business Impact Map showcases some of the great work our member companies do throughout Ireland with local communities. The Business Impact Map event took place in March 2018 showcasing the impact of member companies throughout 2017. A total of 57 organisations appeared on the map. Each participating company received a toolkit to support them in promoting the good work they do with their internal and external stakeholders.

2017 statistics from the Map

- **No of Community Connections**: 6989
- **Volunteer Hours**: 227,144
- **Employee Fundraising**: €5,393,535
- **In-Kind Donations**: €14,945,518
- **Cash Donations**: €11,782,983

Visit and explore the interactive map at [www.bitc.ie](http://www.bitc.ie)

Annual CEO Forum

In November 2017, we hosted our 10th annual CEO Forum in Dublin Castle. Over 170 business leaders gathered for the event and the Forum was addressed by the Governor of the Central Bank of Ireland, Philip Lane and Rick Lacaille, Executive Vice President, Global Chief Investment Officer of State Street Global Advisors.

We also announced the eight companies that achieved the Mark in 2017 at this event; Dawn Meats Carrolls Cross, EirGrid, Fujitsu Ireland, PM Group Ireland, PwC Ireland, Sodexo Ireland and SSE Ireland.

*Recipients of the Mark 2017: Stephen Wheeler, MD, SSE Ireland; Margot Slattery, Country President, Sodexo Ireland; Valerie Hedin, External Communications Manager, EirGrid; Fergal O’Rourke, Managing Partner, PwC; Cathleen Doohan, HR and CSR Director, Fujitsu; Dee Forbes, Director General, RTÉ; Niall Browne, CEO, Dawn Meats and Dave Murphy, CEO, PM Group.*
The Network for Responsible Business updates

In 2017, we asked our members for some feedback on our service offering. Below are some highlights from our membership survey.

- Our members gave us a net promoter score of 67/100.
- The following were identified as the most useful services; baseline reviews, strategy development, charity partnership and Mark services.
- For 2018, our members asked us to look at hosting events on communicating the CSR story, social inclusion and the environment.

We will take all of the above into consideration as we plan for 2018 and our new three year strategy.

In our last report, we mentioned various service offerings that took place during 2016. Below is an update on those projects;

<table>
<thead>
<tr>
<th>Project</th>
<th>Update</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biodiversity</td>
<td>We will continue to offer a service on Biodiversity in 2018. During 2017, Business in the Community Ireland hosted four events for members on the following themes; “embedding biodiversity into your organisation”, “planting your own wildflower meadows”, “raising awareness of biodiversity among employees and in communities” and “building a business case for biodiversity in your organisation”. We had an average of 13 member companies attend each event. Feedback from these events will inform our 2018 offering.</td>
</tr>
<tr>
<td>Sustainable Development Goals (SDGs)</td>
<td>During 2017 we contributed to the SDG National Implementation Plan and collaborated with the Department of Business, Enterprise and Innovation on the business case for the SDGs. We worked with CSR Europe and the WBCSD on training and development. SDGs will continue to be a focus point during 2018 and we will continue to endorse and promote them with our member companies in support of this global agenda.</td>
</tr>
<tr>
<td>Human Rights</td>
<td>We will continue to offer a service on Business and Human Rights throughout 2018. During 2017, we hosted one workshop on Business and Human Rights for member companies. We had 17 attendees from 12 different companies. We also facilitated a two day training session for members on Human Rights Due Diligence; we had 11 attendees from eight companies, with CSR Sweden delivering the training. Feedback from these events will inform our 2018 offering.</td>
</tr>
</tbody>
</table>

Project Update

SME service offering

During 2017, Dún Laoghaire-Rathdown County Council and Business in the Community Ireland undertook a collaborative project aimed at building capacity from a resource efficiency and waste prevention perspective in Small to Medium Enterprises (SMEs) in the local area. The project was part funded under the Environmental Protection Agency’s (EPAs) Local Authority Prevention Network 2017 programme. We engaged hundreds of SMEs through our member companies for this project. Two events were organised with attendance from 27 SMEs.

At the end of 2017, after a review phase, it was decided that in 2018 we will not be engaging in SME workshops and further evaluation would be required to determine our approach on dealing with SMEs going forward.
Our Services

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, while also benefiting through employee engagement opportunities.

Our programmes are part of the network membership and also available to any company interested in impact.

**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**: provides reading support from a business volunteer over 20 weeks. The programme aims to increase the enjoyment of, and confidence in reading whilst encouraging self-discovery.

- **Skills@Work**: provides post primary school students with a unique insight into the world of work. A number of volunteer employees partner an entire class in senior cycle. Sessions in the Skills@Work programme involve a site visit, CV writing skills, mock interviews, Day in the Life insights and at the conclusion the class present their learnings.

- **Student Mentoring**: strives to encourage students to stay in school, increase their self-esteem and develop an awareness of the workplace over the course of their senior cycle. The Mentoring programme involves a two year commitment from employees who agree to be a mentor to one student during their senior cycle in school.

- **Management Excellence for Principals and Teachers**: provides senior business leaders with volunteering opportunities. It involves sharing expertise and experience with educational leaders through a series of workshops over the school year.

In addition, we host STEM ‘Seeing is Believing’ events which provide an insight to STEM teachers of the jobs, careers and application of STEM teaching in industry.

**Update**

In 2017, we were delighted to receive news that basis.point* decided to fund an expansion of our mentoring programme to bring it to more businesses and more young people during 2017 – 2019. In particular, the focus is on increasing the number of participating companies from the funds industry.

Funding from basis.point of €45,000 for 2017 to 2019 enabled our Student Mentoring Programme to expand and benefit an additional 65 to 100 students in seven schools not yet availing from the existing programme in Dublin, Cork and Limerick. It will also enable the creation of a mentoring alumni association in 2018 allowing students who have participated in the Student Mentoring Programme additional longer term supports through an ongoing network of their peers and experienced mentors.

Our mentoring programme typically involves a group of ten or twelve students and mentors who meet at the company’s offices for an hour every three weeks. This programme is designed to provide guidance and support at a time when many students struggle making decisions about their future. 1,705 students and 1,534 mentors have participated to date. It focuses on exploring the themes of self, strengths, horizons and networks. It has already changed many lives and we have a mission

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*basis.point is the Irish Fund industry’s initiative to make a difference to those in need. basis.point’s aim is to make a real contribution to improving educational opportunities for those in need in Ireland, particularly young people.*
Our Services

to bring it to as many young people as possible. 93% of students would recommend the Student Mentoring programme to another student.

Germaine Noonan, Education Programme Manager, commented: “The quality of a young person’s school experience impacts greatly on their sense of wellbeing and on their future prospects. Many doors can be opened to people who complete their Leaving Certificate and this can have a profound effect on other siblings within a family unit and also on the entire family’s outlook. Business support in this area plays a unique role as they can give a different view of the working world and the options available to all young students.”

Business Action on Employment had five employment programmes running during 2017. See more information here

Long standing programmes

• EPIC – Employment for People from Immigrant Communities.

• Ready for Work – Work Placement programme for clients from marginalised backgrounds.

New programmes for 2017

• RISE – Refugee Integration, Skills and Employability Programme. A training programme for refugees relocated to Ireland through the Refugee Protection Programme, primarily Syrian refugees coming from Greece based in the Mosney Reception Centre.

• SSE Works – a new programme piloted in 2017 by SSE Ireland in partnership with Business in the Community Ireland. It provides a supported six month contract with SSE for long term unemployed people.

• ReStart – Standard Life Returner Programme for Customer Service professionals who are over 35 and have been out of the labour market for more than two years.

• Career LEAP – Career LEAP (Local Employment Action Partnership) was a pilot programme conducted in 2016 in Dublin’s North East Inner City, to support a group of young hard to reach individuals with multiple barriers to employment. Business in the Community Ireland brought together local stakeholders for this project and after a successful pilot, Trinity College Dublin and local community groups took over the running of the Career Leap programme. Updates have been made to the training materials and the programme ran twice in 2017. Another programme is planned for 2018.

Business Action on Employment: Our employment programmes aim to support people who face high barriers to employment. Through the EPIC programme, we support immigrants in Dublin to gain employment and/or education which promotes financial independence, self-confidence and social integration. Our Ready for Work programme enables businesses to assist job seekers with extra barriers (such as a background in homelessness, addiction or mental ill health) to gain employment. During 2017, three new programmes were launched.

Karina Howley, KPMG with Brooklyn Hyland O’Keeffe, Student from Athy CC and Molly Jo Brennan from Curragh PPS at the 2017 Student Mentoring Celebration.
Our Services

The Community Foundation for Ireland

We stand for a fair, caring and vibrant Ireland for now and the future. We believe 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.

Our donors care about many causes, not just one. We work towards being a centre of influence in our community and to convene the right people and resources to support strong and resilient communities.

What we promise

• Leadership - we are strategic and work towards being a centre of influence in the community;
• Integrity - we are accountable for what we do and transparent in how we do it;
• Stewardship - we are responsible stewards of The Community Foundation for Ireland’s assets and focus our time, resources and energy on making a measurable difference;
• Capacity-building - we value supporting the community and helping organisations succeed.

What we do

The Community Foundation for Ireland works towards being a centre of influence in our community and convening the right people and resources to support strong and resilient communities.

In 2017, The Community Foundation for Ireland focused its work around four core areas:

• Investing in people and solutions to build stronger communities;
• Making giving easy and transforming generosity into lasting change;
• Raising the level and effectiveness of philanthropy in Ireland;
• Learning from what we do and achieving operational excellence.

Investing in people and solutions to build stronger communities

The Community Foundation for Ireland responds to complex societal needs by building deep relationships with non-profit organisations working at the coal face. Grant making is at the heart of The Community Foundation for Ireland’s activities and is inextricably linked to the sterling (and often under-funded) work of local community groups and charities throughout Ireland. By the end of 2017, The Community Foundation for Ireland’s cumulative grant-making exceeded €37 million in grants since it was set up in 2000. In 2017, 632 grants exceeding €6.5m were made by our donors in support of community groups and charitable organisations, including:

• Through The Community Foundation for Ireland’s own grants, we provide long-term strategic support to assist in tackling pressing social issues in Irish society, including domestic violence, youth unemployment, traveller inequality and mental health. In 2017 over €1m was distributed through a suite of grants which included a number of Social Change open grant rounds, including the Older Persons’ Fund (supported by The Atlantic Philanthropies).
• Alongside its open grant rounds in 2017, we continued to work with key cohorts and partner organisations to invest in impactful, strategic grant making with a view to bringing about significant social change. These strategic grants amounted to €350,000 and were used to support issues such as mental health reform, rural inclusivity, traveller identity, active citizenship among older persons and changing existing cultures and attitudes around domestic violence.

• In 2017, the ten year Ray Murphy Fund for Leadership issued its final grants and an event was held to reflect on what it had achieved. The fund was established in 2008 to commemorate Ray Murphy who was a pioneer in championing philanthropy in Ireland. The focus of the Fund was on building leadership within the community sector. Between 2008 and 2017, €143,376 in total was granted to 53 organisations to support their leaders in pursuing leadership programmes, leadership coaching and mentoring.

• We managed and administered grant schemes on behalf of a number of trusts and foundations including The Tony Ryan Fund for Tipperary, Comic Relief, The Tomar Trust and Early Childhood Ireland. The County Monaghan Fund continued its grant making in 2017 in support of a number of projects in the county.

• Through the generosity of its donors, a wide range of individual grants were also made to non-profit organisations and projects throughout Ireland, as well as to overseas charities. Particular priorities for donors in 2017 included homelessness, education and health.

• We support the work of the third sector through a number of initiatives and partnerships which in 2017 included support towards 2 Into 3’s 2017 Irish Not-for-Profit Sector Fundraising Performance Report, as well as a Community Foundation for Ireland presentation to the 10th International Summer School on Social Banking in June 2017. In association with The Wheel and Dóchas, we also supported the publication of the third Pay and Benefits Survey and making it freely available to all organisations in the community and voluntary sector.

Making giving easy and transforming generosity into lasting change;

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 across Ireland and abroad. We use our knowledge to help donors translate their aspirations to give back into effective investments of their experience and resources. In 2017 we offered such support in a number of ways including:

• Working with donors to optimise their philanthropic giving. In 2017, there were over 70 Donor Advised Funds and collaborative partnerships and we worked with individuals, families and other trusts and foundations to optimise their charitable giving. The Community Foundation for Ireland also worked with companies in a variety of ways through managing and administering a number of corporate funds, as well as bespoke community grant schemes on behalf of corporate donors. Seven new Donor Advised Funds were established in 2017, including a number of family funds, as well as Comic Relief and National Pyjama Day Funds at The Community Foundation for Ireland.

• Providing a bespoke service to donors to support their giving. Our staff work closely with donors in administering their charitable donations as well as providing advice and support in relation to their grant making.

• Offering a suite of giving options ranging from once off donations and short term flow-through funds, through to longer term (7-10 years) and endowed funds and legacy gifts from one’s will.

• Facilitating and encouraging collaborative giving on the part of donors. During 2017, a number of donors added their support to The Community Foundation for Ireland.
for Ireland grants, leveraging greater support for important causes and initiatives. For example, The Community Foundation for Ireland and a number of its donors are supporting SAFE Ireland and its ambitious programme of work to change culture and practice in respect of domestic violence. A number of collaborative strategic funding initiatives are also in place with other trusts including the Former Offenders Fund with The St Stephen's Green Trust, as well as the Parenting Support Initiative in association with The Katharine Howard Foundation and an anonymous trust in relation to our Youth Fund.

• Providing opportunities for donor engagement and education. In 2017 these included a new publication identifying donor funding opportunities, as well as an end of year donor evening (in November) which featured presentations by three projects supported by The Community Foundation for Ireland and its donors.

Raising the level and effectiveness of philanthropy in Ireland

During 2017, The Community Foundation for Ireland promoted greater philanthropy in Ireland through a number of initiatives and events which included:

• The 10th Philanthropist of the Year Awards was held in the Shelbourne Hotel in February 2018 at which the 2017 winners were announced. The 2017 winners were
  - Norah Casey, National Philanthropist of the Year for her support for a number of charitable organisations, including Women's Aid and her courage in speaking out about domestic violence;
  - Bord Gáis Energy, Corporate Philanthropist of the Year for their multi annual partnership and financial support for Focus Ireland;
  - John and Bernie Gallagher received the Brian Wilson Special Award in recognition of their support for the UCD Scholarship Aspire Programme.

• At the end of 2017 we launched the 3rd biennial VitalSigns report. VitalSigns is an international programme that began in Canada and provides a scorecard on social issue areas that affect all of our communities. Ireland’s VitalSigns 2017 highlighted health (especially access to healthcare and mental health), homelessness and child poverty and development as focus areas that need to be improved within our society. VitalSigns aims to highlight important issues and where private funding could be most impactful. The Community Foundation for Ireland uses the VitalSigns series to focus our grant making and as a resource for our donors.

• In 2017 we continued to work closely with professional advisers including solicitors, tax advisers, accountants and wealth managers, greatly assisted by The Community Foundation for Ireland Professional Advisers Advisory Group. The 2017 work programme included a workshop in relation to Charitable Legacies led by Richard Radcliffe, a UK expert in the field.

• During 2017, we engaged in a programme of work to encourage large scale and more strategic giving. Towards the year end, The Community Foundation for Ireland commissioned economic research into intergenerational transfers of wealth in Ireland and the potential to grow charitable legacies which will be published in 2018.

• We continued to foster strategic partnerships with a number of other organisations, including Business in the Community Ireland, UKCF (the network of Community Foundations in the UK), The Community Foundation for Northern Ireland and the Community Foundations of Canada. In 2017 a presentation was made at the Community Foundations of Canada Belonging Conference in Ottawa on our work around VitalSigns, Youth VitalSigns and The Community Foundation for Ireland’s Year of Belonging, which took place throughout 2016.
Learning from what we do and achieving operational excellence

• In November 2017, we launched our new website www.communityfoundation.ie which includes a new Giving and Impacts section and allows all of our stakeholders to easily find information and be kept up to date with latest news stories. We also updated our logo and refreshed all of our marketing materials in line with our growth as an organisation.

• The Community Foundation for Ireland takes its stewardship role of donors and their funds very seriously and since its inception in 2000, has adopted prudent investing and spending policies and also has a donor charter. A survey of donors conducted early in 2017 confirmed high levels of satisfaction with The Community Foundation for Ireland services as well as some areas for improvement. These included the opportunity to provide some donors with more advice in relation to their grant making, as well as more information in relation to The Community Foundation for Ireland’s investment of funds.

• During 2017 a new Exchequer accounts system was introduced which integrates with “D2” The Community Foundation for Ireland’s CRM system. A significant programme of investment and training underpinned the implementation of the system which is critical in operational excellence, delivering grant making and donor care.

• The 2017 Grants Survey was released in early 2018. Our annual grants survey encourages both successful and unsuccessful applicants to provide feedback on the application process and for our grantees to provide feedback on dealing with The Community Foundation for Ireland as a grant making organisation. 99% of respondents said the quality of advice and service they received from us was ‘excellent’ or ‘good’. Following on from suggestions and comments within the survey three areas we are committed to looking at are: 1) Types and sizes of grants, 2) Capacity building and 3) Community engagement.
Our Services

Plans for the future

The Community Foundation for Ireland has embarked on a three year strategy which will run from 2018 to 2020. The focus of the strategic plan is on how to encourage more strategic giving in Ireland and how The Community Foundation for Ireland can optimise its resources in contributing to growing philanthropy in Ireland.

_Giving, Grant making and Growing for Social Change_ commits The Community Foundation for Ireland to focusing its resources and making an impact in three priority areas.

**Inspiring donors for social change through:**
- Supporting donors and providing clear pathways for engagement and impactful giving;
- Promoting a variety of flexible and effective charitable vehicles, including Donor Advised funds and legacies;
- Partnering with other private funders and professional advisers to grow strategic giving in Ireland;
- Investing in key enablers and catalysts to inspire donors and provide a more encouraging environment for giving strategically.

**Making social change happen through:**
- Striving for excellence in grant making (including measuring impact);
- Building Community and Voluntary sector knowledge and connectivity and investing in sector capacity;
- Encouraging and facilitating collaborative grant making amongst donors to The Community Foundation for Ireland and other private funders.

**Positioning for social change through:**
- Increasing awareness of The Community Foundation for Ireland and the services it provides including Donor Advised Funds;
- Thought leadership in areas where The Community Foundation for Ireland has experience and expertise in partnership with relevant stakeholders;
- Operational excellence and the highest standards of governance.

At the heart of the Strategy is a commitment to deliver meaningful impact and progressive social change.
Highlights of the year
The Foundation for Investing in Communities

Business in the Community Ireland

Responsible Business Network

- 82 organisations in the network
- 11 new network members
- 57 companies on the Business Impact Map
- 30+ events delivered
- 170 CEOs attended our CEO Forum
- Trended on Twitter
- 8 companies achieved the Mark, 29 companies in total certified to the Mark, (see full list of companies here)

Business Action on Education (*Sept '16-May '17)

- 174 companies participating in Business Action on Education programme
- 465 children impacted by Time to Read
- 45 member companies engaged
- 155 Post Primary schools matched
- 265 Teachers participating in Management Excellence for Teachers & STEM Seeing is Believing
- 69 Principals participating in Management Excellence for Principals
- 40 Primary schools matched

*this refers to the academic year of 2017
Business in the Community Ireland

Business Action on Employment

- **423** people engaged across 5 employment programmes
- **210** people into employment
- **76** people progressed into training, volunteering, or work placements
- **23** non member companies engaged
- **19** member companies engaged
- **42** nationalities participated in the programmes
- **9** work placements provided by Business in the Community Ireland
- **73** services in the community referred to our Ready for Work programme

The Community Foundation for Ireland

- **€6.5m** made in grants
- **Over €8m** in new income
- **Launch of VitalSigns Report 2017**

Insights and working relationship with over **4000** non-profit organisations

- **70** donor advised funds
- **99%** of grantees rated the application experience as “Excellent” or “Good”
- **€40m** endowment funds
- By the end of 2017, cumulative grant making exceeded **€37 million**
- In 2017, we launched our new website [www.communityfoundation.ie](http://www.communityfoundation.ie)
The Community Foundation Ireland – On the Cusp

On the Cusp – Belonging to Ireland

The Community Foundation for Ireland has been a long-standing supporter of Craol and strongly believes in the power of local radio to ensure that all voices, especially of those of traditionally marginalised communities are both heard and amplified. The Community Foundation for Ireland has supported the work of Craol to ensure older people receive a voice in our society and are given the skills to lobby for change and now is continuing this work with Craol to ensure that other groups are also given a voice on the soundwaves.

Craol celebrated the series ‘On the Cusp-Belonging to Ireland’, a joint venture between seven community stations, working with members of the traveller, immigrant, LGBT+ and former offender communities. The event also included an award ceremony for participants in the QQi L3 media expression course that have completed their training with the stations.

The course had more than 60 participants from diverse groups across the country and placed a special emphasis on advocating for change through media.

The project has facilitated the training of more than 60 people to become advocates and media-producers. These new community radio makers have gone on to produce over seven hours of radio that directly tackles the issues concerning them and the communities they represent.

These seven locally made radio programmes have been distilled into a nationally syndicated radio series, which will be broadcasted across the network of community radio stations, with a listenership of almost a quarter of a million people. The stations involved in this project are; Athlone Community Radio, Community Radio Youghal, Flirt FM in Galway, Liffey Sound, Near FM and Phoenix FM in Dublin and Wired FM in Limerick. The series will also be available to download or stream at Soundcloud and streamed on www.craol.ie/projects
The Community Foundation for Ireland – Comic Relief

Comic Relief, a Donor Advised Fund holder at The Community Foundation for Ireland has awarded almost €215,000 to charities in Ireland including Trócaire for work with refugees and with a further number of Irish based charities working on refugee and homelessness issues.

2017 Comic Relief Grantees:

Trócaire was awarded over €100,000 in funds to carry out a project for the improvement of health and nutritional status of refugee children from age three to six years in Gaza and North Gaza Governorate refugee camps. The project seeks to address two specific problems; 1) the high levels of intestinal diseases of child refugees in Gaza and 2) undernourishment, underweight and stunting.

Children’s Rights Alliance were awarded a grant of €20,000 to organise a national education programme targeting national policy makers and frontline service providers to understand the needs and vulnerabilities of child refugees. Over a series of five events, they will educate participants on how to provide effective supports and best practice models for inclusion and integration of child refugees. Particular themes will include emotional well-being, language needs and developmental needs in education, health and youth and community services.

Immigrant Council of Ireland was awarded over €15,000 to undertake targeted support activities in relation to the employment rights of asylum seekers, recognised refugees, those granted subsidiary protection or leave to remain, and victims of trafficking currently in direct provision. This work will focus on informing individuals, employers and other agencies of the rights to seek employment which stem from migrants’ immigration status.

Merchant’s Quay Ireland received €30,000 to recruit an additional Young Persons Support Worker. This Support Worker will offer specialised interventions to vulnerable young people aged 18-24 year olds who are at risk of homelessness due to a range of issues including family breakdown, leaving care, leaving the prison system and substance misuse.

Cork Simon Community was awarded almost €30,000 for Cork Simon’s Aftercare Service. This Service provides housing and support for people who are homeless and have undergone residential addiction treatment to help with their alcohol and/or drug addiction. The Aftercare Service ensures that those who have completed their treatment do not have to go back to emergency accommodation. The Aftercare Service provides an alcohol and drug free environment offering people a safe place to consolidate their recovery and make plans for their future.

Focus Ireland received over €10,000 for a Duty Worker to support 30-35 vulnerable families per month who are experiencing homelessness. After a family falls into homelessness, the Duty Worker provides a crucial first point of contact for the families, providing immediate advice during this very stressful and overwhelming period. The Duty Worker assists with housing applications, accessing services and also links families in with local services when appropriate.

The funds were raised from Paddy’s Night 2017 in support of Comic Relief on behalf of Comic Relief UK. Comic Relief will run again this Paddy’s Night 2018 in order to raise more funds for both national and international charities focused on working with refugees and tackling homelessness. You can find out more about Comic Relief 2018 here.
The Responsible Business Network - The story of our impact

Case Study

Boots Ireland is a leading pharmacy-led health and beauty retailer with 86 stores and over 2,200 employees. Customers are at the heart of Boots Ireland’s business and their purpose is to help customers look and feel better than they ever thought possible. Boots Ireland is a member of Walgreens Boots Alliance, the first global pharmacy-led, health and wellbeing enterprise, whose purpose is to help people across the world lead healthier and happier lives.

The Challenge

Boots Ireland was experiencing continued growth in the Irish market and had a very strong global policy when it came to CSR and sustainability. However, it faced challenges when it came to localising the worldwide policy for the Irish marketplace especially when growing at a fast pace. Initially, the company wanted a strategic approach to charity involvement and employee engagement and then went on to explore other areas of their sustainability agenda. They approached Business in the Community Ireland for help.

How we worked with Boots Ireland

Boots Ireland joined the Business in the Community Ireland network in 2009. We started with the area of a strategic partnership with a charity partner and staff engagement. We initially examined what criteria the company prioritised when it came to the selection of a Charity of Choice. A key factor was they wanted the charity to reflect their core business. As a result, we sourced a number of charities in the area of health. We presented options to Boots Ireland management and then surveyed their employees to help make a final choice. The Irish Cancer Society was chosen and has been the Charity of Choice since 2012. Initially it was a three year partnership but the partnership has grown and evolved to become a core element of their CSR programme which includes fundraising, volunteering, raising awareness of cancer as well as early detection.

We have also created seven school links for Boots Ireland in Dublin, Cork, Limerick, Wexford and Donegal through our Business Action on Education programmes. These programmes were created to develop more links, within local community settings.
Telling the story of our impact

Initial Outcomes

To date since partnering with The Irish Cancer Society, Boots Ireland has raised in excess of €1.3 million for their Night Nursing service, which is a nationwide service providing free end of life care allowing patients to remain in their own homes. This equates to over 3,800 nights of Nursing care and has been achieved through a programme of fundraising activities and events taking place across stores throughout the year culminating in the annual ‘Boots Night Walk for Night Nurses’ with over thirty 5km walks happening across the country in August each year.

Over the course of the partnership they have been awarded Best Corporate Charity Partnership by National Fundraising Ireland as well as winning the Chambers Ireland CSR Multinational Company 2017 award for “Excellence in Community - Partnership with a Charity” in their work with the Irish Cancer Society.

Boots Ireland appears in the top rankings in RepTrak’s annual reputational survey.

The seven school links are supported by graduate pharmacists and store managers. Engaging with the Business Action on Education programme helps participants develop a range of skills as well as building on local engagement within the community.

The next step in Boots Ireland’s sustainability journey

Having worked with Boots Ireland on the community engagement area, we worked with them to examine other areas of their sustainability. Boots Ireland then decided to go for the Business Working Responsibly mark. They wanted to use the Mark as a management tool and identify additional opportunities within their CSR strategy. They were the first retailer to achieve the Mark in 2013 and were recertified in 2015.

Leadership in Sustainability

Having achieved the Mark, Boots Ireland’s CEO Bernadette Lavery joined the Leaders’ Group on Sustainability, which was launched in May 2018.

“Business in the Community Ireland is a true partnership, they have helped us cement and grow our business. By working together, we have developed a roadmap for our sustainability journey. They provide essential expertise, guidance and leadership when it comes to all areas of sustainability”, Louise O Brien, CSR Manager

Elaine Stephen, Senior CSR Adviser and Boots Ireland account manager commented, “Boots Ireland has been wonderful to work with. They have really embraced the sustainability agenda and put internal resources in place to drive this agenda throughout the organisation. They have provided a very strong foundation to grow from and my top tip for any company is to put in great internal resources that are empowered and get buy in from the top”.
Business Action on Education – The story of our impact

Management Excellence for Teachers

Our Management Excellence for Teachers (MET) programme shares the best training & development offered in business to educators. The topics have been as diverse as the schools and businesses themselves, ranging from coding and careers in STEM to resilience and wellness. In 2016 - 2017, twelve sessions took place and 167 participants availed of this support. These have involved whole school staff, senior leadership teams and regional clusters of guidance counsellors and other subject specific teachers.

There is continued appetite for self-development topics such as well-being, managing change, motivation, team building and developing new leaders. New areas for collaboration are also being sought and facilitated. In Donegal a collaboration between Pramerica and Letterkenny Institute of Technology (the Edulogic series) on coding delivered a well-received training day and networking session for teachers. This has led directly to schools setting up their own coding clubs. “It is paramount that Letterkenny Institute of Technology (LYIT) endeavour to engage with local schools on all levels. The seismic shift that is occurring in the Irish educational sector with regard to ICT is testament to the demand from society for technologists. LYIT will continue to support and facilitate teachers on their journey to impart meaningful ICT to their students.” said a lecturer form LYIT.

The demand from teachers for greater networking opportunities and more collaboration with business is directing the evolution of MET. The programme also continues to meet the ongoing requests from schools to deliver tailored, interactive, professional development sessions to whole school staff. MET engages education and business in a very effective way which benefits both sectors with all the participating businesses equally valuing the collaboration: “As educators, we need to keep up to date with IT and I'm interested in connecting with employers regarding skills students need to find employment”, reported one teacher.

Evaluation of the programme nationally shows a continued rise in the participants’ satisfaction ratings. The relevance to educational roles is now rated at 99%. 68% of participating teachers say that they will definitely apply the learning. “I’ll be going back to school with a new energy- great if others could benefit from this”, said a participant from a session with Zurich. The interaction that Business in the Community Ireland facilitates between business and education is well established for students but through this MET programme it is becoming increasingly so for teachers. The MET programme is playing an important part in bringing Irish business and education leaders together and will continue to help shape the development of this significant engagement. This programme is fully funded by the Department of Education & Skills.
About Us

Telling the story of our impact

Business Action on Employment – The story of our impact

Sarah’s Story - An Employment Programmes Client

Sarah was referred to our Employment Programmes following a successful completion of a Community Employment (CE) Scheme. Sarah had been on her CE Scheme for over a year; the scheme was holistic and therapeutic in nature and aimed to support her recovery from drug and alcohol addiction.

Sarah had been in addiction for a number of years and had criminal convictions as a result of this. Following the completion of a detox programme as well as her Community Employment Scheme, Sarah was now in the position to focus on her career.

Sarah was motivated and enthusiastic when she arrived at the offices. She had researched the programme as well as pinpointing how it would fit in with her long term goals. Sarah was very artistic and passionate about fashion – she had applied to return to college and study Visual Merchandising and Fashion. As she waited for this course to start Sarah recognised the need to build her CV and secure recent references and experience. As part of the BITCI programme she completed two days of pre-placement training, a mock interview with a business volunteer and then progressed to a four week unpaid work placement with a leading fashion retailer.

Sarah embraced the placement opportunity and used it to hone her customer service skills as well as fashion knowledge. She also used the placement to practice her time management skills as she balanced being a single parent with the placement and maintaining her recovery. Sarah’s fit for the role was recognised by staff, and she was offered a part-time contract through links that she had made whilst on the placement. Sarah is now a valued member of the team and she has also started her college course.
Our Sustainability

Materiality

For our 2015 report, we undertook a comprehensive process to define our material topics. We engaged both internal and external stakeholders in the four stage process; identification, prioritisation, validation and review. The first three stages were carried out before the last report and from this we identified the following as our material indicators. See page 20-22 in the 2015 report for more detail on this process.

Figure 5. Our materiality matrix

After the launch of the 2016 report, we re-engaged with our stakeholders (both internal and external) and asked them for feedback on the report and if there were any topics they would like to see discussed in the 2017 report. All of our stakeholders were happy for us to report on the same indicators for the 2017 report and this supports the principle of comparability.
Our Sustainability

Stakeholders consulted:

The table below lists the stakeholders consulted as part of the initial materiality assessment in 2015. For the 2017 report, we reached out to the same stakeholder group via email.

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Identification and selection</th>
<th>Method of engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>Via materiality workshop with senior team and staff</td>
<td>Noticeboard survey &amp; online survey</td>
</tr>
<tr>
<td>Customers – Business in the Community Ireland member companies</td>
<td>Via materiality workshop with senior team and staff</td>
<td>Online survey</td>
</tr>
<tr>
<td>Customers – The Community Foundation for Ireland donors (selection)</td>
<td>Via materiality workshop with senior team and staff</td>
<td>One-to-one engagement</td>
</tr>
<tr>
<td>Board – Business in the Community Ireland</td>
<td>Via materiality workshop with senior team and staff</td>
<td>Online survey</td>
</tr>
<tr>
<td>Board – The Community Foundation for Ireland</td>
<td>Via materiality workshop with senior team and staff</td>
<td>Online survey</td>
</tr>
<tr>
<td>Partners &amp; Collaborators</td>
<td>Via materiality workshop with senior team and staff</td>
<td>Online survey</td>
</tr>
</tbody>
</table>

Figure 6. Stakeholders engaged and method

Update on 2016 / 2017 report content

While all our stakeholders were happy for the report content to remain the same in 2017, some of the wider feedback we received from the stakeholder consultation is listed below;

<table>
<thead>
<tr>
<th>Feedback from Stakeholders</th>
<th>Proposed action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under the topic of Emissions, a suggestion was made to extend it to include waste i.e. recycling etc.</td>
<td>Once we are settled in our new premises, we can investigate ways to better measure and report our waste.</td>
</tr>
<tr>
<td>We received feedback that the 2016 report was overly weighted towards the activities of Business in the Community Ireland.</td>
<td>This was discussed with the Sustainability Committee. Along with feedback from The Community Foundation for Ireland team and The Community Foundation for Ireland representative on the committee, we decided to include an additional impact story to further show the scale of their activities.</td>
</tr>
<tr>
<td>Enquiry about our implementation of a vegetarian policy.</td>
<td>We are open to discussing the rationale behind our vegetarian policy with any stakeholders. By promoting an onsite vegetarian policy for events, we hope to raise awareness about the sustainable consumption of meat.</td>
</tr>
<tr>
<td>We received feedback that the title “Sustainability Report” might not be appropriate for all stakeholders as it is not always clear to external stakeholders, especially those not working in the sustainability sector, what would be included in a sustainability report.</td>
<td>The Foundation for Investing in Communities has a wide variety of stakeholders due to the breadth of our work. Bearing this in mind, we will engage the Sustainability Committee and Marketing team to make the report more accessible for all.</td>
</tr>
<tr>
<td>We received feedback that it might be useful if there was some data in relation to how many of the schools Business in the Community Ireland are involved in are DEIS schools.*</td>
<td>Business in the Community Ireland does a full annual report to the Department of Education and Skills which includes this information. We will include this information in our Sustainability Report from 2018 onwards.</td>
</tr>
</tbody>
</table>

*Department of Education and Skills, DEIS (Delivering Equality of Opportunity in Schools) is the most recent national programme aimed at addressing the educational needs of children and young people from disadvantaged communities.*
Feedback from Stakeholders | Proposed action
--- | ---
Actions regarding the area of disability. Is there a policy or commitment in place that looks at employment levels of people with disabilities, integration policies and managing people with disabilities in the workplace? | The organisation is committed to creating an environment that promotes equality and dignity at work. We are committed to treating all employees, customers and business contacts equally. The organisation has a policy of interviewing candidates with disabilities who meet the essential criteria. The organisation has made effective and practical measures to adapt the place of business for employees, prospective candidates and visitors with a disability.

Transport and energy usage in relation to carbon emissions - is this significantly more since the move? | This will be determined once we have calculated the 2017 carbon emissions and compared it to the 2018 emissions. Update on this will be in the 2018 report.

Figure 7. Feedback from 2017 stakeholder’s consultation

Grievance mechanism (for all material topics)

The most material topics identified by our stakeholders focus largely on workplace practices, because of that, detail on our grievance mechanisms will be HR related.

Line managers meet with all staff on a regular 1:1 basis, these meetings can be used as a forum to raise any issues or concern. All staff have the option of consulting HR in a private and confidential manner.

A formal dispute resolution policy ensures a fair and transparent procedure for dealing with individual disputes. The aim of this policy is to resolve issues quickly and effectively and where possible informally, and to promote better working relations. It aims to encourage good working practices, a positive values culture and good standards of conduct throughout the organisation.

Similarly, the CEO meets every new joiner when they start and from then on, staff are made aware that they can go directly to the CEO if they have any concerns. Each year we have a confidential staff survey; staffs often use this to raise any concerns or issues. The information is treated in a confidential manner but the CEO and senior team will create an action plan based on its feedback.

Material topics

<table>
<thead>
<tr>
<th>Material standard and Disclosure</th>
<th>Boundary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emissions - 305-2, 305-3, 305-4 (G4 EN 16, G4 EN 17, G4 EN 18)</td>
<td>Main office, Participants and speakers travelling to events organised by the Foundation for Investing in Communities</td>
</tr>
<tr>
<td>Employment 401-1 (G4- LA 1)</td>
<td>Main office and home working</td>
</tr>
<tr>
<td>Occupational Health &amp; Safety 403-2 (G4 LA 6)</td>
<td>Main office and home working</td>
</tr>
<tr>
<td>Training and Education 404-3 (G4 LA 11)</td>
<td>Main office and home working</td>
</tr>
<tr>
<td>Diversity and Equal Opportunity 405 -1 (G4 –LA 12)</td>
<td>Main office and home working</td>
</tr>
<tr>
<td>Local Communities 413-1 (G4 – SO 1)</td>
<td>Main office and local communities</td>
</tr>
<tr>
<td>Social Responsible Investment NGO sector disclosure*</td>
<td>Main office</td>
</tr>
<tr>
<td>Gender and Diversity (Services) NGO4 NGO sector disclosure*</td>
<td>Main office and service users</td>
</tr>
<tr>
<td>Ethical Fundraising NGO 8 NGO sector disclosure*</td>
<td>Main office</td>
</tr>
</tbody>
</table>

Figure 8. Material aspects and boundaries (including mapping to GRI 4) * these indicators are taken from the NGO sector disclosure
Our Sustainability

Employment and Diversity and Equal Opportunity

The Foundation for Investing in Communities recognises the benefits of being a diverse organisation and we are committed to diversity and equal opportunities. There are a number of workplace policies and practices that support the management of this indicator. We participate in Excellence Through People; this initiative provides an improvement model for organisations to enhance performance through management and development of its employees. Excellence Through People is externally audited by the NSAI. In 2016 we achieved a score 94% (5% increase from 2015). Our next audit for Excellence Through People will be in 2019.

Our recruitment policy reflects our belief that diversity in all areas is necessary to help us grow successfully. Details of our policy are set out in the employee handbook which every staff member receives at induction. We are committed to both age and gender equality while also tracking the nationality of our workforce. The main responsibility falls to our CEO and HR Executive and wider responsibilities to the senior team and hiring managers.

Both the 2016 and the 2015 reports highlight the diversity challenges that we face, mainly that over 80% of staff are female. In recognition of these figures, we continued to focus on our objective to increase our staff diversity throughout 2017. During 2017 we continued to look at the language used in job adverts, how and where we advertised and generally try to ensure a mixed gender interview panel. As the figures show in fig 10, we have been successful in meeting our objective to improve gender diversity across our employee base.

The 2015 and 2016 reports both highlight good diversity in relation to nationality and age of our workforce, this has been maintained in the 2017 figures and so we endeavour to ensure this diversity is maintained at all levels of the organisation going forward.

2017 figures

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Gender</th>
<th>Age Group</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td></td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>Male</td>
<td>&lt;30</td>
<td>30-50</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Starters</td>
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<td>57%</td>
<td>43%</td>
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</tr>
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<td></td>
<td></td>
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<tr>
<td>2016</td>
<td>5</td>
<td>100%</td>
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<td>2</td>
</tr>
<tr>
<td>Starters</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>12</td>
<td>83%</td>
<td>17%</td>
<td>4</td>
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<tr>
<td>Starters</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>13</td>
<td>77%</td>
<td>23%</td>
<td>10</td>
</tr>
<tr>
<td>Leavers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>14</td>
<td>79%</td>
<td>21%</td>
<td>4</td>
</tr>
<tr>
<td>Leavers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>9</td>
<td>88%</td>
<td>11%</td>
<td>2</td>
</tr>
<tr>
<td>Leavers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 9. 401-1, New Employee Hires and Employee Turnover

<table>
<thead>
<tr>
<th></th>
<th>Total</th>
<th>Gender</th>
<th>Age Group</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Female</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Male</td>
<td>&lt;30</td>
<td>30-50</td>
</tr>
<tr>
<td>2017</td>
<td>65</td>
<td>82%</td>
<td>18%</td>
<td>9</td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>64</td>
<td>89%</td>
<td>11%</td>
<td>9</td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>66</td>
<td>88%</td>
<td>12%</td>
<td>11</td>
</tr>
<tr>
<td>Staff</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>14</td>
<td>86%</td>
<td>14%</td>
<td>0</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>17</td>
<td>88%</td>
<td>12%</td>
<td>0</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>7</td>
<td>71%</td>
<td>29%</td>
<td>0</td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 10. 405-1, Diversity of employees
We have increased gender and age diversity on both The Community Foundation for Ireland and the Business in the Community Ireland boards.

<table>
<thead>
<tr>
<th>Year</th>
<th>Gender</th>
<th>Age Group</th>
<th>Nationality</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Female</td>
<td>30-50</td>
<td>50-59</td>
</tr>
<tr>
<td>2017 Business in the Community* Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 Business in the Community Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015 Business in the Community Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 The Community Foundation for Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 The Community Foundation for Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015 The Community Foundation for Ireland Board</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2017 The Foundation for Investing in Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016 The Foundation for Investing in Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015 The Foundation for Investing in Communities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 11. 405-1, Diversity of governance bodies

<table>
<thead>
<tr>
<th>Employment Contract</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Region</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent Staff</td>
<td>6</td>
<td>2</td>
<td>8</td>
<td>12</td>
</tr>
<tr>
<td>Non-Permanent Staff</td>
<td>6</td>
<td>12</td>
<td>18</td>
<td>18</td>
</tr>
<tr>
<td>Secondment</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Totals</td>
<td>12</td>
<td>2</td>
<td>53</td>
<td>14</td>
</tr>
</tbody>
</table>

Figure 13, Employees per contract type per region 404-3

*2018/2019 KPI*
- Continue to improve employee diversity
- 30% female representation on both boards by 2020

Employee nationality

*Due to some Board members stepping down in 2017, the details of the date of birth and nationality are no longer on the system. We are missing information for 2 Business in the Community Ireland and 1 Community Foundation for Ireland board member.*
Our Sustainability

Training and Education

The Foundation for Investing in Communities has a strong commitment to Training, Education and Employee Development. People development is a key part of our strategy and is at the heart of everything we do. We want to encourage a climate of sustained high performance and innovation and ensure a continuous learning culture.

For continued success, the Foundation recognises the need to invest in the delivery of learning and development activity to build the organisation’s capability. This investment can be met through many forms, from e-learning to traditional training, attendance at events, team activities and coaching.

We support this commitment through our training strategy. The training strategy aims to provide benefits to the organisation and individuals by supporting relevant learning and development that result in measurable outcomes. The Foundation training plan provides a range of learning opportunities to support the strategy and individual needs. Discussions held as part of the performance management process helps individuals and their managers evaluate current skills and identify development areas.

Many staff who have been doing similar work or have had the same role for some years may find it more difficult to identify learning or development needs. However, a wide range of internal and external lectures, seminars, webinars and events are circulated for consideration. In addition, staff are encouraged to develop personal skills or competence in order to be more effective as part of their career development.

Training is planned, managed and monitored through a coordinated training structure which is led by the CEO with the support of HR and the wider senior team. Managers and staff are encouraged to take a flexible approach in taking time for development or study so that the needs of the team, business and individual are all considered. All training is logged on our internal system, HR Locker.

One of the key highlights from 2017 includes supporting two members of our Employment Programmes team in undertaking the Counselling Skills course delivered by NUI Maynooth. The impact of this learning has been recognised from clients, which is evident from the feedback provided at the end of the programme.

Every year we have a staff survey in which feedback on training is always requested. In 2017, it was identified that Training and Education is an area that requires more focus and received a 50% satisfaction rate in our employee survey. The Head of HR will focus on developing the training and education opportunities available for all staff.

*2018/2019 KPI*

- 100% of action plans and appraisals to include a live section on individual training and development needs.
- Increase the staff satisfaction score with training and development from 50% to 85% by end 2019.

Occupational Health & Safety

Through our health and safety policy, the organisation aims to ensure the Health, Safety and Wellness of its entire staff. We have a designated Health & Safety Officer and a Health and Safety Committee that meet throughout the year. The Health & Safety Officer is also our internal fire warden and occupational first aider. We have fire marshals and first aid personnel on all floors across the organisation.

Health and Safety training and assessments are included for all staff (including work placements and volunteers) as part of their induction. After induction, the Health & Safety Officer carries out an ergonomics assessment at every staff member’s desk (staff who work from home are asked to fill out an online form). 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

During 2017, there was one workplace accident (same number as 2016 report), when a fold-up table collapsed and injured the hand and leg of a staff member. The incident happened at our main office on O’Connell Street. There was no damage done as a result of this incident and no days off were required. 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, the Health & Safety Officer carries out an assessment and issues a report which is presented to the FAIG Committee annually. Based on this assessment and report, any remedial action required is implemented. In the case of the 2017 incident, a reminder was issued to all staff that the safety catches must be secured on the tables when they are being assembled.
Our Sustainability

Wellness

At the Foundation for Investing in Communities, our commitment to Health and Safety also encompasses wellness.

Through VHI, our staff and their families have access to an Employee Assistance Programme. The programme is a free and confidential service. It gives invaluable information, specialist counselling and support. Each month, topics are selected and looked at in depth. All staff receive an email notifying them of the topic and how to get more information. The topics are not just work related; they can be used for general health and lifestyle concerns.

Regular initiatives to promote and encourage health, safety and wellness are organised. In 2017, we participated in the Irish Heart Foundation, Active at Work steps challenge. We received the Silver Award from the Irish Heart Foundation for our involvement in this initiative.

As part of overall wellness in the workplace and in recognition of the impact sedentary work can have, we facilitate neck and shoulder massages on a bi-monthly basis. Staff who are interested can sign up and take a 15-30 minute slot during their workday.

Our staff has a keen interest in running and fitness. As well as the step challenge, we had staff run in races in Dublin in support of various organisations and initiatives.

We regularly run ‘Lunch and Learns’ throughout the year. These are sessions that take place during lunch and each one has a specific topic, generally information on health and wellness topics.

Some examples from 2017 include;
• See Change - Mental Health and Stigma
• Financial sustainability presentation and guest speaker from New Ireland Insurance
• Talk on personal safety with Garda Sergeant Dermot Harrington
• Presentation from Glencree Centre for Peace & Reconciliation
• Presentation entitled: The Skin you Live in - do you take it for granted?

*2018/2019 KPI *
• Maintain organisational support for the internal Active@Work running group
• Achieve the Irish Heart Foundation, Active@Work, Gold Award in 2018
• Develop an internal planning calendar for the Health, Safety & Wellness programme

Employees participating in the Active@Work running group.
Our Sustainability

Local Communities

Involvement in local communities is core to our service offering. We have a deep understanding of some of the social issues our local communities face. Through our Education, Employment and our Membership services, we research, map and mobilise action on issues.

As an outcome of our 2016 report, our HR Executive now has senior level responsibility for the management and development of our approach to community engagement. During 2018 and 2019, we will carry out an awareness initiative to encourage staff to actively record their volunteering hours.

Engaging Local Communities

Through our volunteering policy, all staff with one years’ experience is entitled to two volunteer days per year. Throughout 2017, a total of 36 staff volunteered accumulating a total of 52.5 days spent volunteering. This is a significant increase in the number of staff and days spent volunteering from 2016, some of this is a result of improved internal recording metrics which was an objective from our 2016 report. Continuous improvement on the above figures will be an objective of our awareness campaign.

A significant proportion of our staff use some or all of this time to get involved in the Business Action on Education programme and engage with the Time to Read initiative. We are matched with St.Mary's Primary School on Dorset Street. As well as reading with the children on a weekly basis, the programme involves our volunteers going on a library visit with the second class of St. Mary’s school and it also includes an onsite work visit to our offices on O’Connell Street. Our staff involvement with this programme is managed by our Education team.

Through our Employment programmes, we recognise the importance of work placement and supporting people in the community back into employment. We offer work placements throughout the year and last year we had nine work placements in Business in the Community Ireland. Three of these placements came from our Ready for Work programme and six from EPIC. Our staff also volunteer with the Employment programmes and participates in mock interviews with clients.

Supporting local causes

Each year, The Foundation participates in the Saint Vincent de Paul (SVP) Giving Tree appeal. As part of this initiative, our employees buy gifts and we donate them to SVP at Christmas.

This initiative happens on a annual basis, but we also allow for ad hoc initiatives depending on what is happening throughout the year.

In 2017, some of our employees participated with An Taisce on a clean-up of Poolbeg beach. During 2017, we also got involved in the Green Ribbon awareness campaign and supported the Irish Hospice through fundraising.

The Employment team, our Health & Safety officer, the Education team, HR and the Sports and Social Committee organise and manage different aspects of our engagement in local communities. Previous reports highlighted the need for a more strategic approach to our community involvement and a consolidated management approach. This issue was discussed with the senior team and the below KPI’s were established.

*2018/2019 KPI *

- Implement and launch the community engagement policy and strategy in 2018
- Responsibility for Community Engagement to be officially incorporated into the HR Executive role
- Conduct an awareness raising piece to encourage staff to track volunteering hours during 2018 and 2019.
Our Sustainability

Socially Responsible Investment

Socially responsible investment is investment that seeks to generate both financial and sustainable value. It is an investment approach that incorporates environmental, social, governance and ethical issues into the analysis and decision-making process. As an organisation, we are committed to socially responsible investment. Through due diligence carried out by our CEO, Finance and Office Manager, we purposely chose Sarasin & Partners as our investment managers for the Community Foundation for Ireland.

We chose Sarasin & Partners due to their strong commitment to long-term sustainability. They are committed to responsible investment and durable economic value. We have asked them to maintain this commitment in all their dealings on our behalf. As an integral part of their investment approach, Sarasin’s & Partners consider the potential impact of a wide variety of trends that we also consider important. These trends range from climate change to labour conditions and resource scarcity. We receive an annual Stewardship Report from Sarasin & Partners which gives an overview of their responsible approach to investment and trends that need consideration. In order to monitor our investments, we receive quarterly updates.

FAIG Committee has 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. This exclusion list is reviewed every three years and can be amended by the senior team and the CEO. The exclusion list was reviewed in early 2018 with no updates being made.

Ethical Fundraising

Business in the Community Ireland funding is either by membership (through the responsible business network), sponsorship or government funding. All government funds for the education and employment programmes are accounted for and reported on to the relevant government department or agency in the format required. Aspects of our employment programmes are regularly audited by key funders i.e. Department of Justice and the European Social Fund. Audits are done at least once per year to ensure adherence to strict government and EU standards.

The responsible business network is completely funded through membership donations. As our network grows, we are aware of the need to have a policy on membership donations. At present, any queries around membership eligibility would be discussed and decided upon at the senior team and board meetings. Responsibility for these discussions falls to the CEO and Head of Advisory Services, with key decisions documented within board reports. Based on previous decisions made in these forums, it has been agreed that we would not accept membership donations from companies in the arms, nuclear, pornography and tobacco sector.

Our objective in the 2016 report was to develop an ethical fundraising policy for Business in the Community Ireland due to change in management and to prepare for the launch of a new strategy, this objective was postponed, however in 2018 a customer acceptance policy will be developed.

*2018/2019 KPI *

- CEO of Business in the Community Ireland and Head of Advisory Services to create a customer acceptance policy and process document for implementation in 2019.

The Foundation has a gift acceptance policy which is reviewed by the board every two years. There is an internal process of governance checks in relation to potential donors/donations. Training is provided to all relevant staff, in particular those with a role in relation to fund development. Where queries may arise in relation to any potential donation, the internal process is identified in the gift acceptance policy which includes ultimate referral to the Board where ethical or reputational issues could arise in relation to a particular donation/donor. The Head of Development and the CEO have ultimate accountability and responsibility.
Our Sustainability

**Gender and Diversity of Services**

Our programmes are designed to reach a diverse range of the most vulnerable in society. Our goal is to maintain the same level of due diligence and review as detailed below to ensure a consistent high level of diversity (considerations) in all our services. It is the responsibility of each team, with the support of the senior team, to ensure our performance in gender and diversity of services.

For our Employment programmes, the entire purpose is to promote diversity in the workplace by trying to ensure the employment 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 adapt our programmes, we actively identify areas where there are greater levels of social exclusion and develop 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. Based on evaluation carried out in 2016, in 2017 we launched our (Refugee Integration, Skills & Employability) RISE programme which focused on supporting Syrian refugees relocated to Ireland under the Irish Refugee Protection Programme (IRPP). The programme ran three times in 2017 and focused on supporting refugees to integrate into Irish society with a particular focus on the Irish labour market. The IRPP provided transport to Dublin twice a week for participants to attend training from the Mosney Reception Centre over a seven week period. Training groups were small, normally 5 – 8 people which allowed for more support during the training. Participants also linked with Career Counsellors for career guidance, this continued on completion of the training. Different mediums of communication including Skype, email, phone call and text were used to provide support for clients living in Mosney and those who were relocated across Ireland.

<table>
<thead>
<tr>
<th>Participants that commenced Training</th>
<th>22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participants that completed Training</td>
<td>18</td>
</tr>
<tr>
<td>Progressed to Employment / Education</td>
<td>9</td>
</tr>
</tbody>
</table>

Similarly, through the Community Foundation for Ireland, we believe in the power of philanthropy to deliver just and progressive social change. The Community Foundation for Ireland grants policy focuses on marginalised and socially excluded organisations that don’t receive mainstream funding. The areas of focus are diverse and varied including ‘Social Change’ grant rounds to build inclusive communities, The Women’s Fund and the Older Persons’ Fund. Some key areas of focus for impact grants include youth, LGBT+ communities, homelessness and obesity.

In relation to our Business Action on Education programme, it is more challenging 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 to the Time to Read initiative when the school/ company makes a specific request.

The business network is a strong advocate for gender diversity and we encourage our members to promote diversity and inclusion 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.

*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/#ystaak-4Vqj1WHit.dpdf*
Our Sustainability

Emissions

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 emissions result from space heating in our building and business travel.

We have an Environment policy in place which sets out our commitment to limiting our impact on the environment. The Down to Earth Sustainability Committee has overall responsibility for managing and driving environmental sustainability. Due to the age of our buildings, their listed status and the fact that they are rented, it means that 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 take action to reduce impact.

The below table shows a comparison of the 2017 Carbon Emissions to that Reported in 2016:

<table>
<thead>
<tr>
<th>Emissions source</th>
<th>2016 CO2 (KG)</th>
<th>2017 CO2(KG)</th>
<th>Difference</th>
<th>Materiality</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electricity</td>
<td>43,662.00</td>
<td>686.00</td>
<td>42,976.00</td>
<td>-98.43%</td>
</tr>
<tr>
<td>Car</td>
<td>15,400.62</td>
<td>18,381.60</td>
<td>-2,980.98</td>
<td>19.36%</td>
</tr>
<tr>
<td>Taxi</td>
<td>849.2</td>
<td>693.92</td>
<td>155.28</td>
<td>-18.29%</td>
</tr>
<tr>
<td>Train</td>
<td>255.5</td>
<td>-</td>
<td>255.5</td>
<td>n/a</td>
</tr>
<tr>
<td>Luas</td>
<td>29.37</td>
<td>-</td>
<td>29.37</td>
<td>n/a</td>
</tr>
<tr>
<td>Bus</td>
<td>48.81</td>
<td>-</td>
<td>48.81</td>
<td>n/a</td>
</tr>
<tr>
<td>Flights</td>
<td>8,102.95</td>
<td>5,248.60</td>
<td>2,854.35</td>
<td>-35.23%</td>
</tr>
<tr>
<td>Total</td>
<td>68,348.45</td>
<td>25,010.12</td>
<td>43,338.33</td>
<td>-63.41%</td>
</tr>
</tbody>
</table>

2017 marked the final year that the Foundation would be located in their O’Connell Street premises. This however, was the first year that SSE Ireland would be the energy provider, providing 100% renewable energy. Electricity purchased was the most significant carbon emissions source for the Foundation and by moving over to a 100% renewable energy provider, the Foundation was able to reduce their carbon emissions by over 60%.

Due to a change in personnel at the Foundation, some of the data for Trains, Luas and Bus was not recorded in a manner that could be used to calculate the carbon emissions for these modes of transport. However, this would contribute a small percentage of the overall carbon emissions for the Foundation, being well under 1% of the overall carbon emissions.

The below table shows the amount of carbon emissions per employee:

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total carbon footprint (kgCO₂e)</td>
<td>68,348</td>
<td>25,010</td>
</tr>
<tr>
<td>Carbon emissions / employee (kgCO₂e/FTE)</td>
<td>844</td>
<td>317</td>
</tr>
</tbody>
</table>

*2018/2019 KPI *

- Set up an internal recording mechanism from 2018 in our new building.
- KPIs to be set once 2018 figures have been evaluated.
Financial Highlights

Funding overview 2017

Figure 14. Sources of funding by category

<table>
<thead>
<tr>
<th>Top Five Donors</th>
<th>Values</th>
</tr>
</thead>
<tbody>
<tr>
<td>SAP CSR EMEA Fund (Private)</td>
<td>€1,587,000</td>
</tr>
<tr>
<td>E &amp; F Fund (Private)</td>
<td>€1,555,049</td>
</tr>
<tr>
<td>JBDB Fund (Private)</td>
<td>€1,470,390</td>
</tr>
<tr>
<td>Department of Justice and Equality</td>
<td>€689,476</td>
</tr>
<tr>
<td>Department of Children and Youth Affairs</td>
<td>€207,299</td>
</tr>
</tbody>
</table>

Figure 15. Five largest donors and monetary value
Financial Statements

**Financial Highlights for 2017 (Foundation for Investing in Communities)**

<table>
<thead>
<tr>
<th>Notes</th>
<th>Incoming (€)</th>
<th>Outgoing (€)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>12,400,695</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>6,468,557</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>111,310</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Charity funds:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Restricted/Term</td>
</tr>
<tr>
<td>Unrestricted</td>
</tr>
<tr>
<td>Designated</td>
</tr>
<tr>
<td>Endowment</td>
</tr>
</tbody>
</table>

| Payments to capital providers         | -            |
| Payments to Government                | -            |

Financial assistance from government 1,120,271

*Government Funding received

| Employment Services                  | 883,146      |
| Schools Business Partnership         | 237,125      |

| Total                                 | 1,120,271    |

Figure 16. Summary for 2017

**Notes**

1. Incoming resources include €7,939,774 of donations for charitable causes and €1,120,271 government funding, which supports the EPIC programme, Schools Business Partnership and Ready for Work.

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

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

<table>
<thead>
<tr>
<th>Disclosure</th>
<th>Page</th>
<th>Extra detail / Omissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>GRI 101 – Foundation Reporting Principles for report content and report quality Complied with all requirements in Section 2 of GRI 101</td>
<td>Throughout the report</td>
<td></td>
</tr>
<tr>
<td>GRI 103 – Management approach 2017</td>
<td>Throughout pages 28 onwards. GRI 103 Management approach is used for each material topic.</td>
<td></td>
</tr>
</tbody>
</table>

### 102 General disclosure 2017

<table>
<thead>
<tr>
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<td>No employees at the Foundation for Investing in Communities are covered by collective bargaining agreements. However, we recognise the importance of collective bargaining and encourage our employees to forward any ideas, concerns or issues they may have through 1:1 meetings or via our staff survey. We consult our staff on all major changes.</td>
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## External Assurance – We have not sought external assurance for the 2017 report.

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## Specific Standard Disclosures

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*Taken from NGO supplement