





# Introduction



## Welcome to the seventh Corporate Responsibility Report for year ended 31 May 2016

I am very pleased to introduce to you our Corporate Responsibility Report for the year ended 31 May 2016. I hope that by reading this Report you will come to appreciate, as I have as Managing Partner, the importance of behaving responsibly, in the very broadest sense of the term, in all our business practices.

As major providers of Assurance and Advisory services to businesses and individuals in Ireland we play a key role in creating and maintaining confidence in financial information and in supporting business activity. Clients rely on the assurance and advice that we provide when making key decisions for their businesses.

I trust that you will appreciate from this Report how our responsibilities are not just confined to how we deliver Our services to Our clients, Our Business, but also include how we engage with Our People, how we engage with Our Community and how we support Our Environment. This Report deals in turn with each of these areas.

During the year the Deloitte network took time to reflect on our Purpose: to make an impact that matters. This Purpose defines who we are. It endures – transcending the everyday and binding us together. It gives us our reasons to exist as an organisation: serving our clients, inspiring our people, contributing to society. It is only by all of us behaving responsibly in everything we do that will earn and retain the respect of the business and the wider community.

This year saw an increase in the number of people participating in IMPACT Day from 550 across all offices to over 600 this year, making it the biggest one yet. IMPACT Day continues to grow each year and is the one initiative that everyone can proudly say they have been a part of. The professional skills projects continued this year, which I am delighted to see progress from 4 to 6 projects for the 2015 IMPACT Day. By making our business acumen available to charities in tackling some of the business challenges which they were not otherwise in a position to address, we greatly enhanced the value of our volunteering to those charities.

This year was marked by the renewal of the Business Working Responsibly Mark which we were first awarded in 2013. The award, which is operated by Business in the Community Ireland and is audited by the National Standards Authority of Ireland, is an all-encompassing standard that certifies responsible and sustainable business practices. I was delighted to accept the award at a ceremony in October 2015.

A handwritten signature in black ink that reads "Brendan Jennings". The signature is stylized and written in a cursive-like font.

**Brendan Jennings**  
**Managing Partner**

September 2017

# What Corporate Responsibility means to Deloitte

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Corporate Responsibility is universally defined into central pillars as follows:

#### Marketplace (Business)

Incorporating quality relationships with suppliers, customer engagement and satisfaction.

#### Workplace (People)

Incorporating communication and consultation, health and safety, training and development, diversity and equality, remuneration criteria, change management and work-life balance.

#### Community

Incorporating community engagement, volunteering, philanthropy and co-operation with public authorities.

#### Environment

Incorporating awareness, recycling, waste management, resource management, pollution control and energy efficiency.

The above pillars became the basis of the firm's application for the Business Working Responsibly Mark which is Ireland's only certification for responsible and sustainable business practices. Following a detailed submission and audit by the National Standards of Ireland based on the ISO 26000 framework, Deloitte became the first professional services firm to receive the award. We were delighted to successfully renew the Mark in 2015 joining a group of only seventeen Irish organisations holding the award.



2016



#### Corporate Responsibility Policy

As leading professional services organisations, the Deloitte Touché Tohmatsu (DTTL) member firms have much to contribute to public policy, business, and society throughout the world. As such, we respect human dignity and expand our capabilities through inclusion and cultural diversity. We promote the highest levels of ethical behaviour, advance education and culture, and advocate sustainable use of natural resources and respect for the environment. We demonstrate this through:

- Investments in our people
- The advice and services we provide to clients
- Environmentally sustainable operations
- Commitment to our local communities and the wider society

The Irish firm collaborates with DTTL and its member firms in the production of the **2016 Global Impact Report**, which is an integrated annual report for the DTTL network. The active DTTL Global CR community shares best practice and coordinates a global response to disaster relief. Corporate Responsibility also comes under the remit of the firm's Public Interest Oversight Committee and is therefore covered under the annual **Transparency Report**.



# Our Business

Deloitte takes pride in the excellence of its business practices developed over decades of professional services delivery.

**Ethics and Professional Conduct**

Culture is about behaviour. It is our day to day actions and decisions that define the way things are done in Deloitte. Our behaviour has a direct impact on our reputation in the marketplace and is also the embodiment of our brand. We never take for granted the trust placed in us by our clients, our colleagues and the capital markets, which has been built through our people’s conduct – in accordance with the highest ethical standards – and our quality services.

Although ethical dilemmas can and do happen – and it’s important to note that if they do happen – the people of Deloitte stand together on the foundation of our Shared Value, “integrity”, and choose to do the right thing – regardless of the circumstances.

Deloitte has a common framework that drives the actions and decisions of more than 220,000 people that work for Deloitte around the world. The framework is made up of Deloitte’s Global Principles of Business Conduct and Shared Values. Our Values and Global Principles of Business Conduct have been adopted by all member firms. They allow everyone (clients, colleagues, etc.) to know what to expect when dealing with us – acting seamlessly within member firms and across borders. These are the glue that holds us together.

Our values and principles are not just words or theory – they are in fact valuable practical tools- helping us make the best decisions every day.

**Global Code Shared Values**

- Integrity
- Outstanding value to markets and clients
- Commitment to each other
- Strength from cultural diversity

We all make decisions daily and we all face dilemmas in our work. There is rarely one right answer in these situations, the important point to remember is where to get more information or help. You don’t have to make a decision alone. Consult. Make the problem ‘ours’, not yours.

We have a **Speak-Up Line** to facilitate reporting of ethical concerns in confidence.

At Deloitte, we encourage consultation and we want you to raise your voice if something doesn’t feel right. Retaliation against anyone who reports in good faith is never tolerated.

The Ethics and Professional Conduct culture in Deloitte is sustained and renewed through a combination of policies, guidance, information, learning and support.

**The Code of Ethics and Professional Conduct** and the **Deloitte Policy Manual** provide comprehensive guidance in carrying out duties with utmost professionalism.

New joiners receive classroom based training on ethics. Other e-learning courses focus on individual topics such as Independence, Insider Trading, Confidentiality, Anti-corruption, Privacy and Data Protection and other related areas.

**Global Principles of Business Conduct**

**We commit to serving clients with distinction**

- Integrity
- Quality
- Professional behaviour
- Objectivity
- Competence
- Fair business practices
- Confidentiality and data protection

**We commit to inspiring our talented professionals to deliver outstanding value**

- Respect, diversity and fair treatment
- Professional development and support

**We commit to contributing to society as a role model for positive change**

- Anti-corruption
- Responsible supply chain
- Social responsibility

### Ethics Survey

Our Annual Ethics Survey took place in May 2016. Results from the survey were compared to the prior year results for Deloitte Ireland and also benchmarked against the global survey results. Action plans were identified based on the results of the survey.

- Survey results clearly demonstrate a belief that Deloitte is an ethical place to work and a belief that the firm would take action to address unethical conduct when reported.

Our Public Interest Oversight Committee (PIOC) has a very keen interest in the area of ethics and has encouraged us to continue our emphasis in this area.

### The Deloitte Client Care Programme

The firm's quality processes are designed to meet client expectations, internal standards and external requirements. We are committed to quality and continuous improvement, through the internal quality control systems, our engagement quality control reviews and annual practice reviews of a selection of completed engagements.

Client reviews are conducted annually by Pdraig Cronin, Tax Partner and Firm Vice Chairman to assess the quality of the Firm's performance, people and relationships. Senior decision makers are asked about their experience of working with the Firm, the team's leadership and performance and Deloitte's market standing. Each review provides a strategic and holistic snapshot of the client relationship and how it can be improved. Assessments are reviewed by Deloitte senior partners together with the lead client service partner. This ensures that the findings are addressed in subsequent service team plans. Future assessments are also tailored to measure how effectively Deloitte has responded to earlier client feedback and messages. The programme is mandated to reflect client's views and to facilitate Deloitte's commitment to resolving any issues that might emerge.

### The Business Working Responsibly Mark

The Business Working Responsibly Mark, audited by the National Standards Authority of Ireland (NSAI) and based on the ISO 26000 framework, is the all-encompassing standard which certifies responsible and sustainable business practices and is available to organisations worldwide.

Deloitte were first awarded the Business Working Responsibly Mark in October 2013 following a detailed survey and in-depth audit of the firm's responsible business practices under the four CR pillars –

Community, Environment, Marketplace, and Workplace. The firm were awarded The Mark again in October 2015 following the same 2 stage process with the accolade now lasting for 3 years.

### Business Awards

Deloitte runs two of the most prestigious business awards programmes in Ireland, The Deloitte Best Managed Companies Awards and the Deloitte Technology Fast 50 Awards.

The **Deloitte Best Managed Companies Awards** recognise indigenous Irish companies across the island of Ireland which operate at the highest levels of business performance. The programme identifies how companies are mastering their growth strategies across all key management functions and is unique in the way in which it recognises the efforts of the entire organisation, not just one individual. It was created to recognise the overall success of a company, including management strength, ability to innovate, strategic initiatives and financial performance. This is the only awards programme that considers companies from every perspective and evaluates the management practices of companies, taking a holistic view of the companies, their performance in relation to their peers, and the industries that they are operating in, in order to determine management success.

One of the primary objectives of the awards programme is to showcase the success of indigenous companies and acknowledge the contribution that this sector makes to the economy. The winners over the first seven years of the programme have total revenues of over €10 billion, employ more than 5,000 people, and are based in 20 counties across Ireland.

The **Deloitte Technology Fast 50 Awards** ranks the 50 fastest growing technology companies and recognises business growth, innovation and entrepreneurial spirit in the technology sector. The awards celebrate the success of the indigenous technology sector in Ireland; giving well-earned recognition to our Fast 50 winners who have achieved some spectacular growth rates over the past 5 years. There is also a category for dynamic newcomers to the sector through our Rising Star Awards.

In keeping with our commitment to Corporate Responsibility, the firm includes an environmental dimension to the submission process for the Best Managed Companies and Technology Fast 50 Awards including an online application.

## Participation

Deloitte, through its people, actively supports and participates in a wide range of business and professional bodies and not-for-profit entities.



Caption



Caption

## Business Associations/Not-for Profit Entities

Examples of our participation include:

<b>CSR Stakeholder Forum</b> Brendan Jennings, Chair	<b>Irish Funds Industry Association</b> Alan Cuddihy, Darren Griffin, Deirdre Power
<b>American Ireland Fund</b> Declan Butler	<b>Irish Hockey Association</b> Eimear McCarthy
<b>Brothers of Charity Ireland</b> Ger Lyons	<b>Irish Society of Insolvency Practitioners</b> Warren Baxter
<b>Business to Arts</b> Mary Fulton	<b>Irish Tax Institute</b> Lorraine Griffin, Karen Frawley
<b>Barretstown Serious Fun Camp</b> Colm McDonnell	<b>Irish Youth Foundation</b> Marguerite Larkin
<b>Centre for Talented Youth Ireland</b> Daryl Hanberry	<b>Leinster Society of Chartered Accountants</b> Oliver Holt
<b>Chambers of Commerce</b> Colm McDonnell, Cathal Treacy	<b>Meath Economic Forum</b> Brendan Jennings
<b>Chartered Accountants Ireland</b> Gerry Fitzpatrick, Daniel Gaffney, Glenn Gillard, Oliver Holt, Gerry Keating, Louise Kelly, Sinead Mc Hugh, Niall Walsh, Padraic Whelan	<b>Mid-West Society of Chartered Accountants</b> Gerard Casey
<b>Cork Society of Chartered Accountants</b> Kevin Butler	<b>Paralympics Ireland</b> Brendan Jennings
<b>DEA Spiritan Education Trust</b> Gerry Fitzpatrick	<b>St Patrick's Hospice Foundation</b> Colm McDonnell
<b>Hedge Funds Care (Ireland)</b> Christian MacManus	<b>Trinity Student Managed Fund</b> Brian Jackson
<b>Irish Management Institute</b> Brendan Jennings	

# Our People

In Deloitte we strive to be the most progressive employer with the best opportunities for personal and professional growth. We are constantly looking at ways to improve. We believe that investing in people, encouraging them to achieve a work-life balance and providing support for their development all contribute to the creation of an optimal working environment.

#### **Deloitte Global People Survey**

In 2015 our people participated in the Deloitte Global People Survey along with other member firms across the world. This is the second time the Irish Firm has participated in the survey. Importantly in the area of employee engagement, which measures the discretionary effort that people are willing to give – “going the extra mile”, our score is 71%. This is above the professional services norm and the Deloitte Global norm. Our performance enablement index, which measures employee perceptions of high quality performance within the firm, is 75%, again above the Deloitte Global norm. Of course there are areas where we can continue to improve. We are currently focusing on areas highlighted in the Survey such as feedback and development, reward and recognition, new hire integration and career life fit.

#### **Feedback and Development**

We recognise the importance of having ongoing discussions with our teams to support their career development. To support the management team in having

quality conversations, we have devised a talent development wheel which has been introduced at a number of leadership development programmes. The talent wheel was designed to enable more meaningful conversations with our people and it helps structure the conversation to identify where support is needed and areas for development.

#### **Reward and Recognition**

Our employee recognition programme, Deloitte Dots continues to be a success with over 4,300 Deloitte Dots awarded this year. We have also awarded over 300 management recognition vouchers. We have continued to acknowledge the achievements of our management group from Assistant Manager to Director Level by hosting management recognition lunches with our Managing Partner Brendan Jennings.

#### **New Hire Integration**

We have launched an enhanced monthly experienced hire induction programme; the aim of which is to provide new joiners with an impactful and focused insight into our unique culture from the outset. This session introduces the group to our firm strategy and highlights how they can make a positive impact in the firm.

#### **Career Life Fit**

Now more than ever technology plays a constant and leading role in our daily lives which brings added pressures and demands. We began to introduce Deloitte Unplugged this year which is our new initiative to remind our people of the need to refuel physically and mentally in order to be able to make an impact that matters, both in work and in their personal lives. We are committed to supporting our people to find ways to unplug and to find time to refuel. As part of the initiative we have a monthly publication ‘Time to Unplug’ which provides our people with information and tips to support their health and wellbeing and encourages them to unplug. Each of our departments have also worked on individual strategies to put in place for their own departments.

## Wellbeing

Since 2013 we have dedicated the month of May to Mental Health Awareness. We continued to do this year holding a panel discussion launch event and other lunchtime sessions throughout the month such as 'Mind your Mental Health', 'Mental Health and Children' and 'Mindfulness in the Workplace'. We distributed regular emails profiling the supports we have in place such as the Employee Assistance programme and our Mental Health Champions.

## Respect and Inclusion

At Deloitte we are working hard to ensure that our talent pool is diverse and reflects the make-up of today's society. Our mission is to provide a supportive environment, where every person has the opportunity to turn their unique potential into performance. It's a place where all our people can thrive and flourish as leaders. Inclusion focuses less on what makes people different and more on creating an environment that encourages our people to bring their 'whole self' to work, to play to their strengths and be appreciated for all aspects of their diversity. By valuing inclusion, we will shape a workplace which thrives on leveraging diversity, driving innovation and collaboration to make an impact that matters for our people and our clients. During the year we were delighted to launch our LGBT and Allies Network and we participated in the Dublin Pride Parade for the first time.

Employer of Choice Initiatives		
<b>Bank@Work</b> 	<b>Equilibrium</b> 	<b>Management Recognition Programme</b> 
<b>Deloitte Dots</b> 	<b>Family Care</b> 	<b>STEPS</b> 
<b>Employee Assistance Programme</b> 	<b>Global People Survey</b> 	<b>Working Parents Forum</b> 

People facts

Location	FY16
Belfast	52
Cork	113
Dublin	1699
Galway	12
Limerick	98
<b>Total</b>	<b>1974</b>

	Male	Female
Gender	53%	47%

Age	
Youngest	19
Oldest	64
Average	31

Promotion FY16

	Female	Male	Total	Female %
<b>Partner</b>	3	5	8	38%
<b>Director</b>	7	8	15	47%
<b>Senior Manager</b>	26	26	52	50%
<b>Manager</b>	36	32	68	53%
<b>Assistant Manager</b>	63	31	94	67%
<b>Total</b>	<b>135</b>	<b>102</b>	<b>237</b>	<b>57%</b>

# Our Community

We aim to provide a valuable and sustainable contribution to the community. We do this in close co-operation with our people. By agreeing common objectives and by providing and supporting volunteering opportunities, both inside and outside working hours, we seek to gain maximum impact from our joint efforts.

Introduction

IMPACT Day continues to be the mainstay of our volunteering effort in the community. The exceptionally positive feedback from both volunteers and charities and not-for-profits that benefit is re-assuring. 2015 saw the continuation of the professional skills projects grow in strength, with 6 projects very well supported by volunteers.

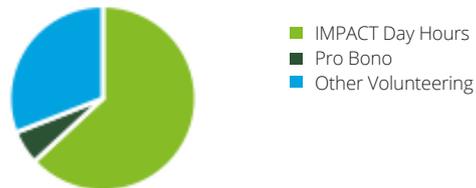
Deloitte’s community programme in 2015/16 involved a significant amount of fundraising and volunteering activity with 7,356 hours and €297,462 given to charity throughout the year. The hours comprise of IMPACT Day, schools mentoring programmes, overseas volunteering and pro bono client work. This is facilitated by the firm with everyone entitled and encouraged to take part in IMPACT Day, matched volunteering leave for volunteering programmes at home & abroad as well as facilitating time off during the working day to volunteer in schools.

The CR spend for the year included IMPACT Day costs, staff fundraising events supported by partner contributions, direct donations to charities as well as in kind donations. We have some long standing fundraisers for certain charities and we keep fundraising and donations in line with staff and partner initiatives and interests. We aim to increase the number of hours and monies fundraised within the firm for the year ahead.

Summary

	FY2016	FY2015	INCREASE
<b>Total CR Hours</b>	7,356	6,287	+1, 069 hours
<b>Total CR Spend</b>	€297, 462	€237,364	+€60,098

2015/16 CR Hours Actual



2015/16 CR Spend Actual





### IMPACT Day

In 2015, we had over 600 people from the Dublin and regional offices involved in IMPACT Days, including the intern IMPACT day held in July, across all departments, and from trainee to partner level. Not only does IMPACT Day offer Deloitte employees the chance to volunteer for a day, it is also a great opportunity for them to meet people from other departments or service lines within the firm that they may not otherwise come across on a day to day basis. The introduction of professional skills projects in recent years has seen the day grow in size with regards volunteers involved and charities that we can support as well as the impact made! We have supported charities with strategic hackathon style workshops with marketing, website, strategy and planning advice and more.

Please see Volunteering & Fundraising Report for more information on this year's IMPACT Day projects.

### Volunteer Programmes

Taking the time to volunteer can be a rewarding experience that we want to support our people in as best we can. At Deloitte we have partnered with a number of organisations whose aim it is to further the educational development of young people through school mentoring programmes. Some of the organisations that we worked with over the past year were Suas, Junior Achievement, Early Learning Initiative. This combined with Age Action and our overseas partnership with Nurture Africa offers a full suite of volunteering opportunities.

See Volunteering & Fundraising Report for further information on both home and overseas volunteering.

All firm-wide volunteering is coordinated by the CR team. For details of the Firm's volunteering Policy, see Deloitte Ireland Community Policies on the **Corporate Responsibility Page** on Deloitte Resources.

### Pro Bono work

At Deloitte we have partnered with Ashoka Ireland who identify high potential social entrepreneurs. Through Ashoka, we continue to offer support to such entrepreneurs in finding their feet during the first three years of business by offering support in Audit, Tax and Consulting.

### Fundraising

The amounts raised through charitable fundraising reflect the long tradition of generous giving in the firm. The aggregate amount raised for the Society of St. Vincent de Paul during our Christmas appeal has now exceeded €190,000 over the past ten years. For further information on Fundraising see The Volunteering & Fundraising Report 2016.

All firm-wide fundraising is coordinated by the CR team. For details of the Firm's Charitable Donations Policy including information on Fundraising see Deloitte Ireland Community Policies on the **Corporate Responsibility Page** on Deloitte Resources.

### Other support

Centre for Talented Youth Ireland (CTY Ireland) was established in 1992 and provides enrichment courses for students aged 6 to 17 years with high academic ability. The Centre also offers university style courses for students of all ages and abilities. CTY Ireland aims to allow all talented students to reach their potential both academically and socially by providing relevant and interesting challenges based on ability and interest rather than age. Deloitte has been involved with CTY Ireland for over 13 years and we continue to build upon our relationship with the Centre by supporting students with scholarships for excellence in the business arena, particularly in the field of Law. The firm facilitated a day in the offices to learn about Deloitte and the culture for 27 students aged 15-17. The students were hosted by Daryl Hanberry with support on the day from a number of tax trainees/staff as well as representatives from the HR team. Daryl is also a member of the CTY Ireland academic advisory board.





# Our Environment

Deloitte’s objective is to minimise the impact of our operations on the environment by means of our Green Agenda initiative. We seek to promote environmental sustainability to all our stakeholders including clients, supply chain partners, employees and the communities within which we operate.

**Introduction**

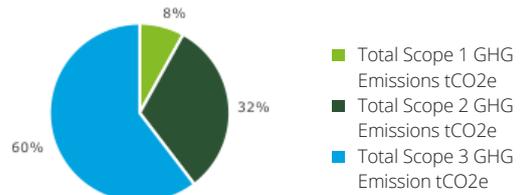
At Deloitte, we are committed to reducing the impact of our operations on our environment. We work with our stakeholders including employees, suppliers, clients and the communities within which we operate to promote environmental sustainability. Our Green Agenda initiative promotes sustainability and environmental awareness across all levels of the firm.

**Carbon Footprint**

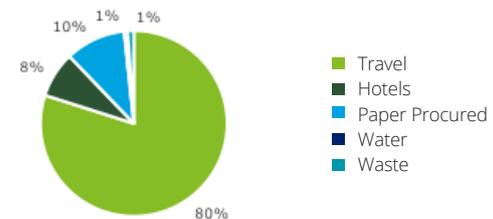
In order to ensure that we are minimising our impact on the environment, we measure and monitor our carbon footprint. It is submitted to the Global firm for inclusion into the DTTL Global CR report and Deloitte’s annual response to Carbon Disclosure Project (CDP). Sources of carbon from our operations that we include in this annual measurement are electricity, gas, business travel, waste, water and paper consumption.

Scope	FY16 Absolute
Scope 1	241 tCO2e
Scope 2	949 tCO2e
Scope 3	1813 tCO2e
<b>Total</b>	<b>3033 TCO2e</b>

**% Breakdown by Scope**



**% Breakdown Scope 3 by type**



### **Promoting Environmental Awareness**

Effective communication and stakeholder engagement is central to our commitment to environmental sustainability. Our new eLearning programme promotes awareness among employees about our environmental management system, the impacts that our operations can have on the environment and our objectives. We will continue to promote environmental awareness.

### **Sustainable Travel**

As a professional services firm, business travel is by far our largest impact on the environment. In recent years, we have invested in technologies that provide our employees with an alternative to business travel. In addition to investing in our video conferencing infrastructure, we have now enabled all of our staff on Skype for Business. We are currently exploring additional steps that we can take to reduce our emissions from business travel.

In June 2015, we carried out a survey of our staff to understand better how they commute to and from work each day. The purpose of this survey was to inform and enhance our employee mobility program. We currently offer a number of initiatives which encourage employees to use more sustainable modes of transport. They include the Taxsaver Travel and Cycle to Work scheme, access to the carsharing.ie website and annual competitions including the European Cycling Challenge.

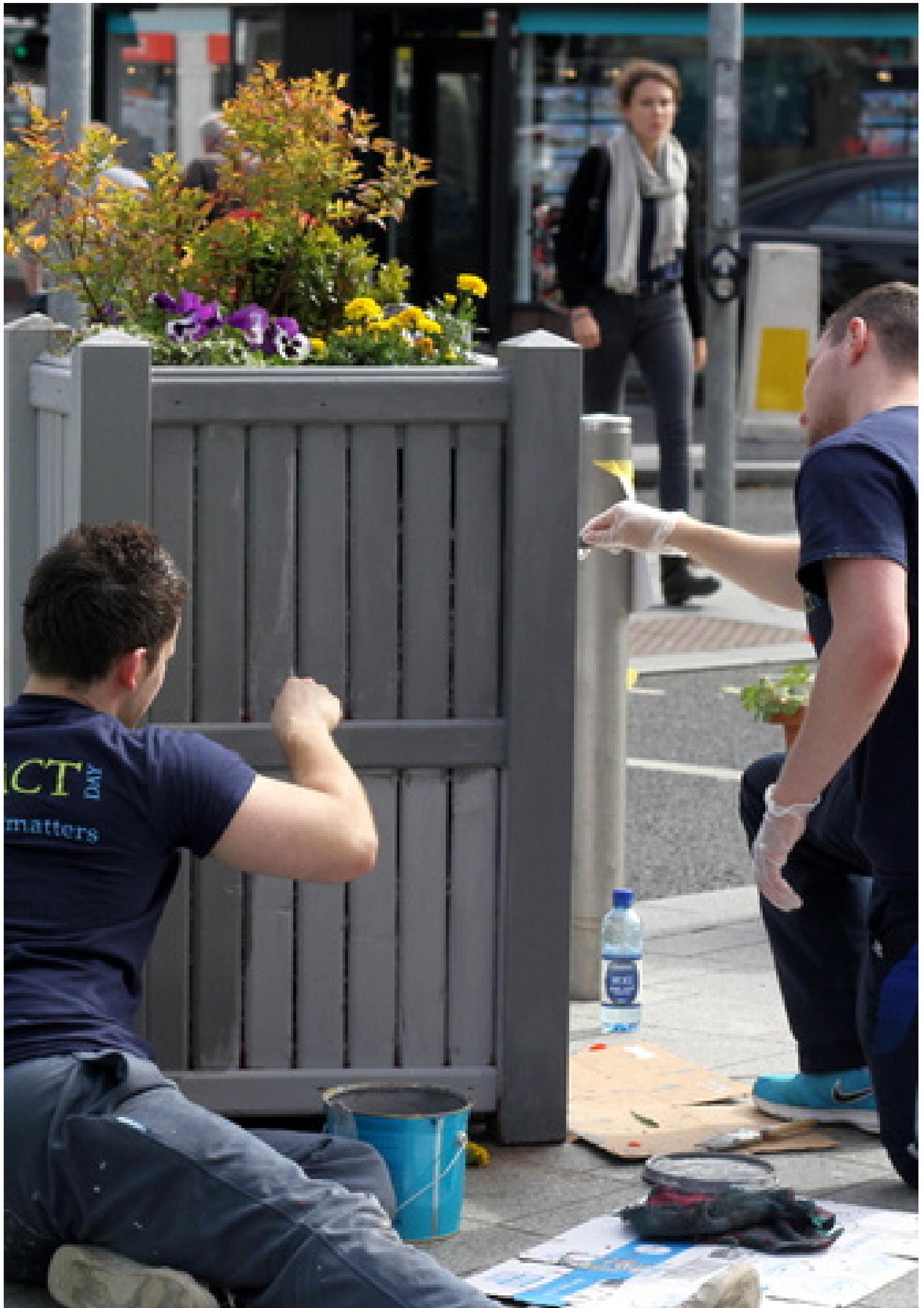
### **Green Team**

John Gray – CIO / Head of Operations  
Gemma Osaseyi – EHS Manager  
Eimear Dempsey – EHS Assistant  
Gary Bartley – Contract Manager Acacia  
Jeanette Champion – Cork Representative  
Ruth O'Neill – Limerick Representative

### **Document Management**

The firm is continuously reviewing the document management process and has introduced initiatives in certain departments. This new system will assist the department in moving to a clean desk environment and we are now storing over 310,000 documents within the system.

We currently offer a number of initiatives which encourage employees to use more sustainable modes of transport. They include the Taxsaver Travel and Cycle to Work scheme, access to the carsharing.ie website and annual competitions including the European Cycling Challenge.



# Corporate Responsibility Governance





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At Deloitte, we make an impact that matters for our clients, our people, our profession, and in the wider society by delivering the solutions and insights they need to address their most complex business challenges. As one of the largest global professional services and consulting networks, with over 244,400 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. Deloitte Ireland has over 2,300 people providing audit, tax, consulting and corporate finance services to public and private clients spanning multiple industries. Our people have the leadership capabilities, experience, and insight to collaborate with clients so they can move forward with confidence.

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