Contents

Welcome from the CEO 01
What Corporate Responsibility means to Deloitte 03
Our business 07
Our people 15
Our community 19
Our environment 28
CR governance 32
Welcome to the Corporate Responsibility report for year ended 31 May 2018

I am very pleased to introduce you to our Corporate Responsibility report. Our Purpose is to make an impact that matters for our clients, our people, our community and our environment. You will see from this report the impact that we are making across each of these areas.

Deloitte exists because businesses and governments respect us, capital markets trust us, people want to work with us, and society benefits from the value we add. Every day we challenge ourselves to do what matters most - for clients, for our people, and for society. We serve clients distinctively, bringing innovative insights, solving complex challenges and unlocking sustainable growth. We inspire our talented professionals to deliver outstanding value to clients, providing an exceptional career experience and an inclusive and collaborative culture. We contribute to society, building confidence and trust in the markets, upholding the integrity of organisations and supporting our communities.

Throughout our most recent financial year end, 31 May 2018, Deloitte saw further growth in the Irish marketplace and by year-end we had solidified our standing as the No.2 position of the “Big Four”. Deloitte remains the No. 1 professional services firm in the world and we are well on our way to making this the case in Ireland as well.

In defining our strategy we recognise the importance of the Sustainable Development Goals which were released in 2016 by the United Nations. These goals are an important tool in how we approach our Corporate Responsibility agenda. As an initial step, we mapped our activity to these goals to highlight the areas we are actively supporting as you will see in detail on each section of the report.

Throughout the report you will see a range of excellent initiatives which we undertake. One, IMPACT Day is our flagship volunteering day and continues to be the activity most-supported by our people. This year, more than 1,000 people volunteered on our main IMPACT Day in September and on our Co-op and Intern IMPACT Day in July. Overall we saw a 16% increase in volunteer hours compared with FY17, including traditional and professional skills volunteering and time spent on pro bono clients.

The modern workplace places ever increasing demands on our people due to the pace of change, innovation, regulation and stakeholder expectations coupled with the influence of “always on” technology. Through our Deloitte Unplugged initiative we seek to support our people in developing both physical and mental strength to be effective in today's world. Our commitment to sustainability is embedded in our long-established Corporate Responsibility and Environmental programmes. This year Deloitte Ireland successfully transitioned to the ISO14001:2015 standard for environmental management and received the Green Professional Services Award at the 2018 Green Awards. We also strengthened this commitment by becoming a member of Business in the Community Ireland's (BITCI) Leaders' Group on Sustainability and being a signatory to their Low Carbon Pledge.
Globally Deloitte has worked closely with the Global Social Progress Imperative on the Social Progress Index Report. The Social Progress Index measures what really matters to citizens – health care, infrastructure, civil liberties – the very characteristics that are the foundation for sustainable societies. The SPI data and framework revolutionise social problem solving by enabling leaders to systematically identify and prioritise societal issues.

We are proud of the impact we make on society and this report highlights our key charity partnerships and initiatives and our commitment to our people through support for employee engagement, wellbeing and diversity.

Deloitte globally is continuing to implement its strategy of fewer, stronger member firms. Since the year end, Deloitte Ireland joined Deloitte North West Europe, effective from FY19.

The combination is very attractive with strong leadership and autonomy at a local level supplemented by the strength and resources of a much larger member firm. In addition, Deloitte globally has announced an ambitious CR initiative WorldClass, with the objective of improving 50 million futures worldwide. This initiative sits well with the Deloitte Ireland CR agenda and we look forward to working with our fellow Deloitte member firms across the globe to make WorldClass a reality.

Finally we remain very proud that we hold the Business Working Responsibly Mark. We first achieved this audited ISO26000 standard in 2013, and since the year end we have been certified for the third time.

Brendan Jennings
CEO
November 2018
What Corporate Responsibility means to Deloitte

FY18 CR activity at glance

<table>
<thead>
<tr>
<th>Our Business</th>
<th>Our People</th>
<th>Our Community</th>
<th>Our Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best Managed Companies Awards now in its 11th year</td>
<td>1,122 – Total participants on our leadership programmes both locally and in Deloitte University EMEA</td>
<td>4,084 – Number of futures positively through our WorldClass community programmes</td>
<td>ISO14001:2015 Environmental Standard</td>
</tr>
<tr>
<td>1,738 people responded to our internal ethics survey</td>
<td>82,951 – Total classroom training hours delivered</td>
<td>1,000 Deloitte professionals volunteering on IMPACT Day</td>
<td>Deloitte have signed up to the Low Carbon Pledge to reduce scope 1 and 2 emissions per FTE by 50% by 2030</td>
</tr>
<tr>
<td>76 Number of Partners/Directors/Managers supporting businesses, professional bodies and not-for-profits</td>
<td>100 people who were part of the Dublin Pride Parade</td>
<td>NWE Impact Awards Winner – Our CR Team was recognised as a winner from over 770 entries for their innovative approach to IMPACT Day</td>
<td>Green Awards - Deloitte won the Green Professional Services Award</td>
</tr>
</tbody>
</table>
We are a purpose-driven organisation. Our Purpose is to make an impact that matters. The Corporate Responsibility central pillars are universally defined as follows:

**Marketplace (Business)**
Incorporating ethics and professional conduct, quality, client care, thought leadership, pro bono and supporting the business community.

**Workplace (People)**
Incorporating communications, learning and development, diversity and equality, social inclusion, recognition, and work-life balance.

**Community**
Incorporating community engagement, volunteering, fundraising and charitable giving.

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

The above pillars are the basis of our recertification for the Business Working Responsibly Mark. The BWR Mark is Ireland's only certification for responsible and sustainable business practices and is based on the ISO 26000 framework. Deloitte became the first professional services firm to receive the award in 2013.
Sustainable Development Goals
Through our work we support the Sustainable Development Goals which were developed by the UN in 2016 as a global framework to end poverty and to protect the planet and ensure prosperity for all. We have identified the goals relevant to each of our key pillars as you will see throughout the report.
Corporate Responsibility policy
As leading professional services organisations, Deloitte 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
- Commitment to our local communities and the wider society
- Environmentally sustainable operations

Deloitte Ireland contributes to FY18 Global Impact Report, which is an integrated annual report for the Deloitte network. The active Deloitte Global CR community shares best practice and coordinates Global initiatives such as WorldClass, disaster relief and support for education and skills training.

Corporate Responsibility also comes under the remit of the our Public Interest Oversight Committee and is therefore covered under the annual Transparency Report.
Our business

Deloitte takes pride in the excellence of our 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, it is important to note that if they do happen the people of Deloitte stand together on the foundation of our shared value of 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 263,900 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.
Shared values
Our values and principles are not just words or theory - they are in fact valuable practical tools - helping us to make the best decisions every day.

We all make decisions every day and we all face dilemmas in our work. There is rarely one right answer in these situations, the important thing to remember is where to get more information or help.

We have a Speak Up Line to facilitate reporting of ethical concerns in confidence. At Deloitte, we encourage consultation and we want our people to raise their voices if something doesn’t feel right. Retaliation against anyone who reports in good faith is never tolerated.

<table>
<thead>
<tr>
<th>Our values</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Integrity</td>
</tr>
<tr>
<td>• Outstanding value to markets and clients</td>
</tr>
<tr>
<td>• Commitment to each other</td>
</tr>
<tr>
<td>• Strength from cultural diversity</td>
</tr>
</tbody>
</table>

The ethics and professional conduct culture in Deloitte is sustained and renewed through a combination of policies, guidance, information, learning and support.


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.

<table>
<thead>
<tr>
<th>Principles of business conduct</th>
</tr>
</thead>
<tbody>
<tr>
<td>We commit to serving clients with distinction</td>
</tr>
<tr>
<td>We commit to inspiring our talented professionals to deliver outstanding value</td>
</tr>
<tr>
<td>We commit to contributing to society as a role model for positive change</td>
</tr>
</tbody>
</table>

| • Integrity                  |
| • Quality                   |
| • Professional behaviour    |
| • Objectivity               |
| • Competence                |
| • Fair business practices   |
| • Confidentiality, privacy and data protection |
| • Respect, diversity and fair treatment |
| • Professional development and support |
| • Anti-corruption             |
| • Responsible supply chain   |
| • Social responsibility        |
Ethics survey

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.

The survey results clearly demonstrate a belief that Deloitte is an ethical place to work and a belief that we 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. It receives updates on our ethics learning, monitoring and the ethics survey. It has encouraged us to continue our emphasis in this area.

The Deloitte Client Care Programme
Our quality process is 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.

The Client Care Programme is led by Padraig Cronin, Vice Chairman and Tax Partner, and it assesses the quality of our performance, people and relationships. Senior decision makers are asked about their experience of working with us, 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 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 clients’ views and to facilitate Deloitte’s commitment to resolving any issues that might emerge.
Supporting excellence in business

Deloitte seeks to support and recognise excellence in business practices across all sectors of Irish business. In this context we operate two major business awards, recognising excellence in business management and in the technology sector.

Business awards

Deloitte Best Managed Companies

Now entering its 11th year in Ireland the Deloitte Best Managed Companies Awards in association with Bank of Ireland, recognises indigenous companies across the island of Ireland which are operating at the highest level of business performance.

In 2018, 137 companies were awarded as a Best Managed. Combined, Best Managed Companies employ over 46,000 staff across Ireland and generate export sales of €2.4 billion.

The ultimate aim of the programme is to promote and recognise the teams behind these companies who are significantly contributions to our economy. The programme identifies how companies are mastering their growth strategies across all key management functions and is unique in the way it recognises the efforts of the entire organisation. The ultimate aim of the programme is to promote and recognise the teams behind these companies who are making a huge contribution to our economy.

Participating companies take part in an invaluable coaching process where they are mentored by Deloitte and Bank of Ireland professionals. Winning companies become part of an exclusive network of Deloitte Best Managed Companies and have the opportunity to network with other winning companies at the gala awards ceremony in March, a professional development symposium run in conjunction with the Irish Management Institute and through our exclusive Deloitte Best Managed Companies networking events.

The team from Zeus Packaging – awarded as a Deloitte Best Managed Company 2018

The team from CDE Global – awarded as a Deloitte Best Managed Company 2018

1,000 business leaders and their teams gather for the annual Deloitte Best Managed Companies Gala Awards.
Deloitte Technology Fast 50 Awards

The Deloitte Technology Fast 50 Awards is one of Ireland’s foremost technology award programmes, celebrating innovation and entrepreneurship. Now in its nineteenth successful year, it is a ranking of the country’s 50 fastest growing technology companies based on revenue growth over the last four years. The Fast 50 programme is recognised as a barometer of a company's success and provides it with a hugely valued, respected and marketable, public badge of honour.

A ranking in the Deloitte Technology Fast 50 programme helps companies create awareness, build credibility, attract business partners and can boost employee engagement.

Cumulatively, the 2017 Fast 50 winners generated approximately €858 million in total annual revenues in 2016. The average revenue of companies featuring on the ranking was approximately €17 million, while the average growth rate of the companies over the last four years was 290%.

We believe that this event is about celebrating 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 four years. We would like to pay tribute to those companies which have entered and who have been consistently placed in our awards year on year. In keeping with our commitment to Corporate Responsibility, we include an environmental dimension to the submission process for the Best Managed Companies and Technology Fast 50 Awards, including an online application.
Communications and thought leadership - insights and perspectives
The rate of disruption for businesses and organisations continues at pace. From Brexit to regulatory developments and rapidly changing technology paradigms, businesses in Ireland and around the globe face numerous and, in many ways, common challenges. Deloitte is committed to providing our clients and the wider business community with unique and relevant perspectives on these issues. We draw on the deep knowledge and expertise of our national and international network to deliver meaningful insights for our clients, helping them to succeed and thrive by generating ideas to solve their most difficult challenges and create lasting value.

Our recent publications can be found at www.deloitte.ie.

External Business Awards and Recognition
Deloitte Ireland’s Tax team has been honoured with following:

- Recognition as a ‘Tier 1 firm’ in the ITR World Tax-planning survey 2018
- Recognition as a ‘Tier 1 firm’ in the ITR World Transfer Pricing 2018
- Shortlisted by the ITR as ‘Tax Firm of the Year in Ireland’ 2018
- Five Deloitte Tax Partners recognised in the ITR ‘Women in Tax – Leaders’ guide 2018 also listed in 2017, 2016, 2015 (more leaders than any other firm listed in Ireland)
- Five Deloitte practitioners recognised by Expert Guides as ‘Leading Experts in Tax’ 2018

We were also delighted to win four awards at the gradireland awards including the top prize:

- Best Graduate Employer
- Best Innovation on Campus
- Silver for Best Graduate Training & Development Programme
- Bronze for Best Graduate Recruitment Website
**Supporting business, professional bodies and not-for-profits**

Deloitte is committed to actively supporting a wide range of business and professional bodies and not-for-profit entities through participation by its partner and director group on councils, boards, and management and working committees.

### Business Associations/Not-for Profit Entities

- **American Ireland Fund** – Declan Butler
- **Basis Point** – Mike Hartwell
- **Barretstown Serious Fun Camp** – Colm McDonnell
- **British Irish Chamber of Commerce** – David Carson
- **Centre for Talented Youth Ireland** – Daryl Hanberry
- **Chambers of Commerce** – Cathal Treacy, Colm McDonnell, Ronan Murray
- **Chartered Accountants Ireland** – Daniel Gaffney, Glenn Gillard, Kevin Butler, Louise Kelly, Niall Walsh, Padraic Whelan, Ronan Murray, Sinead McHugh, Amanda Dilworth, Gerry Keating
- **Chartered Accountants Ireland Leinster Society** – Oliver Holt, Brian Murphy
- **Chartered Accountants Ireland Ulster Society** – Gareth Martin
- **Chartered Accountants Ireland Western Society** – Noreen Monaghan-Feeney
- **Cork ARC Cancer Support House** – Honor Moore
- **Cork Chamber of Commerce** – Alan Cuddihy
- **Crimestoppers Northern Ireland** – Peter Allen
- **Enable Ireland** – Ronan Murray
- **European Movement Ireland** – David Kinsella
- **Galway University Foundation** – Brendan Jennings
- **Hedge Funds Care (Ireland) Ltd** – Christian MacManus
- **Institute of International and European Affairs** – David Carson
- **International Project Finance Association (IPFA)** – Michael Flynn
- **Irish Association of Corporate Treasurers** – Pieter Burger

### Business Associations/Not-for Profit Entities

- **Irish Community Rapid Response** – Brian O’Callaghan, Dave Hegarty, Pieter Burger
- **Irish Debt Securities Association** – Brian O’Callaghan, John Perry, Pieter Burger, Seamus Kennedy
- **Irish Funds** – Brian Forrester, Seamus Kennedy, Christian MacManus, Alan Cuddihy, Darren Griffin, Deirdre Power, Matthew Foley, Jack Lee
- **Irish National CSR Stakeholder Forum** – Gerry Fitzpatrick
- **Irish Pro Share Association** – Daryl Hanberry, Sarah Conry
- **Irish Spiritans** – Gerry Fitzpatrick
- **Irish Tax Institute** – Karen Frawley, Lorraine Griffin, Ciara McMullin
- **ISACA Ireland** – Paul Hare
- **ISPCA** – Conor Walsh
- **Japanese School of Ireland CLG** – Yuichi Asada
- **MBA Association of Ireland** – Ronan Murray
- **Merazonia** – Aoife Connaughton
- **Merrick House** – Torunn Dahl
- **Mid-West Society of Chartered Accountants** – Gerard Casey, Laura Paisley
- **Move4Parkinson’s** – Nikki Hegarty
- **National Trust Northern Ireland** – Peter Allen
- **Paralympics Ireland** – Brendan Jennings
- **Property Industry Ireland** – Padraic Whelan
- **Rathfarnham Heritage Credit Union** – Kevin Young
- **Scouting Ireland** – Niall Walsh
- **Society of Actuaries Ireland** – Ciara Regan
- **Society of Trust and Estate Practitioners** – Jane Foy
- **Terenure College Parents’ Association** – Oliver Holt
<table>
<thead>
<tr>
<th>Business Associations/Not-for Profit Entities</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Emmaus Centre – David Carson</td>
</tr>
<tr>
<td>Tramore 8th Scout Troop – Andrew Byrne</td>
</tr>
<tr>
<td>Trinity Student Managed Fund – Brian Jackson</td>
</tr>
<tr>
<td>United Nations Economic Commission for Europe (UNECE) – Michael Flynn</td>
</tr>
<tr>
<td>Western Society of Chartered Accountants, Galway – Noreen Monaghan-Feeney</td>
</tr>
<tr>
<td>Young Ireland Network Board of the International Fiscal Association – Emma Arlow</td>
</tr>
</tbody>
</table>

Nikki Hegarty with the Move4Parkinson’s choir singing at the Deloitte christmas party
Our people

At Deloitte we aim to be the undisputed leader in our sector, both in terms of the impact we make for our clients and the opportunities we provide for our people. We are continuously evaluating how we are doing so that we can continue to improve and develop as an organisation. We strongly believe that investing in our people and our culture will contribute to the maintenance of a culture defined by inclusiveness and personal wellbeing.

Wellbeing
The mental and physical wellbeing of our people is paramount and critical to our ability to make an impact that matters for our clients. As the economy accelerates, so too does the demand on our people which is why we are being ever more conscious of the actions we take and the messages we give around work-life balance and wellbeing. Deloitte Unplugged is our wellbeing initiative to remind people of the importance of unplugging physically and psychologically from work in order to recharge and energise themselves. Unplugged takes a multi-faceted approach to wellbeing and is championed by the leadership group. Our Deloitte leaders are responsible for the wellbeing of their people and role modelling this through their own behaviours and communications. Our leaders regularly share stories and messages with their teams about how they unplug and remind others to do the same.

During the past year we have run regular wellness talks for our people, delivered by one of our senior leaders who is a qualified mindfulness practitioner and by external speakers. We run monthly drop-in wellness clinics with a psychologist. We also regularly offer yoga, pilates and self-defence classes on site in our Dublin offices. We have further provided people with subsidised health assessments and free flu vaccinations to support them in managing their health and wellbeing. The month of January was dedicated to health with a variety of talks on nutrition, wellness and running as well as steps challenges being run by many teams within Deloitte.

Since 2013 the month of May has been dedicated to Mental Health Awareness. This year the month was launched by Neil O’Brien, a wellbeing author and speaker. We also ran drop-in wellness clinics in our Dublin and regional offices during the month, a talk on our Employee Assistance Programme and a workshop on happiness and positivity.
Respect and Inclusion

Our aspiration is to be the most inclusive workplace in Ireland. We recognise that in order to attract the best people we need to have the right culture that values people for who they are as individuals and provides them with the right opportunities for growth and development. We encourage our people to bring their whole selves to work and share their unique perspectives. We have seen the diversity within our culture grow to reflect the increasing diversity in Irish society and are working to ensure that our culture is as inclusive as possible to harness all the diversity of thought that exists within our workforce.

In the past year our newly established Respect & Inclusion Council has propelled the inclusion agenda to a new level at Deloitte. We celebrated International Men's Day for the first time with a talk by David Gillick, international athlete and Olympian, and John Evoy, CEO of Men's Sheds. Later in the year we celebrated International Women's Day with a full house listening to the wonderful work done by charity DEBRA Ireland as well as some of our own people sharing their personal achievements outside of work from directing community theatre to competing in the Commonwealth Games. We also participated in Dublin Pride for the third time with over 100 Deloitte people and their families joining the celebration.

We ran an innovative participatory photography research project, Photovoice, with some of our international colleagues working in Ireland to better understand their experience of working in Deloitte and Ireland as a person who is not originally from Ireland. The project was supported by Dr. Maria Quinlan from UCD, and a catalogue of the participants’ photos and key themes was produced for the launch event, which was attended by our senior leaders who got a chance to meet and learn more about the participants’ experiences first hand. A direct output of this project is the establishment of a new employee cultural diversity network.

We continue to support our new parents with paid maternity and paternity benefits and regular returners’ workshops for those parents coming back from extended maternity / paternity leave. We also offer a variety of flexible working arrangements to support our people in balancing their work and home lives.
Recognition
We believe strongly that feedback, appreciation and recognition are fundamental elements of having an inclusive culture. We have structured mechanisms for providing all of these to our people. We introduced a new people system, Workday, in 2017 which has enabled us to provide peer-to-peer recognition and a simple, transparent mechanism for requesting ongoing feedback throughout the year. We also have formal recognition schemes, Deloitte Dots, for our below management group and management recognition vouchers and lunches with the CEO for the management group. We also recognise people’s length of service and commitment to Deloitte through vouchers and celebratory events to mark the occasion.

Other milestones that we mark are graduations, weddings and maternity leave, celebrated with vouchers and baby baskets, while time off for a child’s first day of school is also recognised with time off.

Learning and Performance
Deloitte is a learning organisation which is committed to ongoing learning and performance. Throughout their professional lives, our people are engaged in life-long learning, from when they acquire their professional qualification, followed by continuing professional education, supported by ongoing in-house technical and leadership development.

We invest in our people as they progress through their professional qualification by supporting them financially, providing learning interventions, professional experience and personal development.
Employee engagement initiatives

- Banking@Work
- Christmas Party (events for our people and their families)
- Compressed working week (summer)
- Cultural Diversity Network
- Deloitte Dots
- Deloitte Unplugged
- Employee Assistance Programme
- Emergency family care
- Employee engagement initiatives
- Flu vaccinations
- Global People Survey
- Health assessments
- Healthy January
- Length of service recognition
- LGBT and Allies Network and Pride
- Management recognition programme
- Maternity returners’ programme
- Respect and Inclusion Council
- Wellness clinics
- Women’s Initiative Network

People facts – 31 May 2018

<table>
<thead>
<tr>
<th>Gender</th>
<th>Female</th>
<th>Male</th>
<th>% Female</th>
<th>% Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>1,092</td>
<td>1,230</td>
<td>47%</td>
<td>53%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Location</th>
<th>31/05/2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Belfast</td>
<td>77</td>
</tr>
<tr>
<td>Cork</td>
<td>140</td>
</tr>
<tr>
<td>Dublin</td>
<td>1,970</td>
</tr>
<tr>
<td>Galway</td>
<td>27</td>
</tr>
<tr>
<td>Limerick</td>
<td>108</td>
</tr>
<tr>
<td>Total</td>
<td>2,322</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Age</th>
<th>Youngest</th>
<th>Oldest</th>
<th>Average Age</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youngest</td>
<td>19</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Oldest</td>
<td>66</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average Age</td>
<td>31</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Promotions from 01.06.2017 to 31.05.2018

<table>
<thead>
<tr>
<th>Promotion</th>
<th>Female</th>
<th>Male</th>
<th>Total</th>
<th>% Female</th>
<th>% Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>25%</td>
<td>75%</td>
</tr>
<tr>
<td>Director</td>
<td>9</td>
<td>10</td>
<td>19</td>
<td>47%</td>
<td>53%</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>26</td>
<td>23</td>
<td>49</td>
<td>53%</td>
<td>47%</td>
</tr>
<tr>
<td>Manager</td>
<td>44</td>
<td>43</td>
<td>87</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Assistant Manager</td>
<td>34</td>
<td>29</td>
<td>63</td>
<td>54%</td>
<td>46%</td>
</tr>
<tr>
<td>Total</td>
<td>114</td>
<td>108</td>
<td>222</td>
<td>51%</td>
<td>49%</td>
</tr>
</tbody>
</table>
Our community

We aim to make an impact that matters in our community through volunteering programmes. These programmes enable our people to put their business and personal skills to use with non-profit organisations at home and overseas. We partner with charitable organisations on fundraising campaigns as important causes for our people to support.

We work collaboratively on all of these initiatives, and in partnership with our local community, to make the biggest impact possible.

**Community Spend**

<table>
<thead>
<tr>
<th>Programme Management Costs</th>
<th>Pro Bono</th>
<th>Total Volunteer and Pro Bono Work</th>
<th>Total Donations</th>
<th>Deloitte Donations</th>
</tr>
</thead>
<tbody>
<tr>
<td>€179,000</td>
<td>992 hours</td>
<td>€539,800 (FY18)</td>
<td>€251,200</td>
<td>€195,000</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Donations by Deloitte people €56,200</td>
</tr>
</tbody>
</table>

FY18 (+21% on FY17)
€970,000 (+21%)
Our community programmes
FY18 saw the launch of WorldClass, a new global ambition to prepare 50 million futures for a world of opportunity. We aim to do this by utilising the skill sets of our people, and focusing our efforts on the areas of education, skills and access to opportunity. In order to capture figures for WorldClass we will begin to look at the impact we make in society, with our people and with our clients. All of our volunteer programmes align to WorldClass as does much of the work that we do under our community pillar and we look forward to being able to contribute to this ambitious global target.

IMPACT Day continues to be a popular way for our people to get involved in volunteering. The exceptionally positive feedback from both volunteers and benefitting charities and not-for-profits empowers us to continue to improve this offering. 2017 saw a significant increase in the number of professional skills projects that formed part of our IMPACT Day, which takes place each September. Our people contributed 11,939 volunteer hours during the year, a 16% increase on last year’s figure. This time is facilitated by Deloitte with everyone entitled and encouraged to take part in IMPACT Day, matched volunteering leave for volunteering programmes at home and abroad as well as facilitating time off during the working day to volunteer on our WorldClass volunteer programmes.

Deloitte's community programme in FY2018 also involved a significant amount of fundraising with €251,200 in contributions given to a wide variety of charities throughout the year. Further details on charities supported is provided in this report.

We make our contribution in many ways:

<table>
<thead>
<tr>
<th>IMPACT Day</th>
<th>Pro bono work</th>
<th>Support for education</th>
<th>Contributions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer programmes</td>
<td>Fundraising</td>
<td>Assisted employment</td>
<td>Overseas volunteering</td>
</tr>
</tbody>
</table>

We have some long standing fundraisers for certain charities and keep fundraising and donations in line with our people's initiatives and interests. We aim to increase the number of hours and monies we fundraised for the year ahead.
**Contents**

- Welcome from the CEO
- What CR means to Deloitte
- Our business
- Our people
- Our community
- Our environment
- CR governance

---

**Community spend**

- In-kind donations: 16%
- Deloitte fundraising: 26%
- WorldClass projects: 25%
- Other contributions to key charity partnerships: 12%
- IMPACT Day costs: 1%
- Administration costs: 0%

**Our objectives**

<table>
<thead>
<tr>
<th></th>
<th>FY18 Actual</th>
<th>FY18 Target</th>
<th>FY19 Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteering hours</td>
<td>11,939</td>
<td>10,500</td>
<td>12,500</td>
</tr>
<tr>
<td>Futures impacted</td>
<td>4,084</td>
<td>5,000</td>
<td>5,500</td>
</tr>
</tbody>
</table>

**FY17/FY18 comparatives**

<table>
<thead>
<tr>
<th></th>
<th>FY2018</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deloitte CR spend</td>
<td>€302,113</td>
<td>€297,462</td>
</tr>
<tr>
<td>Staff donations</td>
<td>€56,200</td>
<td>€60,483</td>
</tr>
</tbody>
</table>

---

**Volunteer appreciation evening**
IMPACT Day

In 2017, we had over 1,000 people from the Dublin and regional offices involved in IMPACT Days, including the Co-op and Intern IMPACT Day held in July, as well as a new offering for our TY students who joined us in February. Volunteers across all departments, and from trainee to Partner level get involved. 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 Deloitte that they may not otherwise come across on a day to day basis.

Volunteering projects

The projects that our volunteers work on are one of two types of volunteering: professional skills or traditional volunteering.

In 2014, the CR team recognised IMPACT Day was expanding and noted there was a necessity to broaden the range of the volunteering activity and at the same time to leverage the professional skillset of our staff. As a result of these discussions professional skills projects were introduced, and each year since we have seen a growth in both the number of organisations who want to be involved in IMPACT Day, as well as the volunteers taking part in these particular projects.

The professional skills projects allow volunteers to offer their advice and expertise to the chosen organisations by addressing specific business challenges such as business strategy, marketing plans or fundraising strategies. Using their business acumen, the teams produce tangible materials that can be of use to the organisations immediately and going forward.

Traditional volunteering allows for tasks to be completed that not for profits may otherwise struggle to complete due to a lack of man power. Huge tasks such as painting projects or clearing out and re-planting gardens can be completed in just one day by our efforts making it one less thing for an organisation to have to worry about, in terms of labour or funding.
Volunteer Programmes

WorldClass has enabled us to focus our efforts on programmes that support education, skills and access to opportunity. This is possible through our established volunteering programmes currently available in partnership with five different charities; Age Action, Early Learning Initiative (ELI), Junior Achievement Ireland (JAI), Solas Project, and Suas. Each of these organisations works with people from under-resourced or isolated backgrounds to provide additional support ensuring that they are afforded equal opportunities. In FY18 we were delighted to embark on a new partnership with Solas Project, working specifically with DEIS schools in Dublin 8, local to our Dublin offices. We recognise that learning and education is not limited to younger generations and so our volunteering opportunities allow us to cater for education and skills development across the lifecycle, and for all age groups.

This combined with our overseas partnership with Nurture Africa offers a full suite of volunteering opportunities.

Now in its fifth year, our overseas volunteering programme with Nurture Africa is a hugely popular volunteering opportunity for our people and also well established with those considering joining Deloitte. During this two week placement in Uganda, volunteers work on capacity building, supporting and enabling Nurture Africa, its staff and its local partners to strengthen their systems and projects. Volunteers also get to see the impact that Nurture Africa has had on the community of Nansana by taking part in home visits with those who have benefitted from the services.

Deloitte’s continued support includes the use of the Dublin office for training sessions for pre and post training, donations of laptops, financial contribution to the charity and support for time off and fundraising for the volunteers taking part in the programme.

This year 12 Deloitte volunteers were involved in the Special Olympics Ireland Games. Volunteers gave four days of their time over the weekend to support the organising team, which itself is fully volunteer-led.

Other Volunteering

This year saw a number of teams across different departments in Deloitte initiating volunteering opportunities for their people so that they could put their skillsets to use for the betterment of a charitable organisation.

Ann Finnegan, Finance, has this year continued mentoring a participant of the Matt Talbot Community Trust using her professional skills to train the participant in payroll.

The Learning and Professional Education team, and CR team cooked for the families of the Ronald McDonald house in the lead up to Christmas, a cause that is supported throughout the year under different Deloitte initiatives.
Corporate Responsibility collaborating with other Deloitte teams

The Corporate Responsibility team worked alongside the Graduate Recruitment team at many events during the year. This included a CR challenge as part of the Deloitte Difference University Challenge. This challenge asked the students to consider fundraising in a cashless society, the problems this may pose to charities, and how these can be overcome. Recognising the growing desire for graduates wanting to give back to society, the CR team also attended many of the graduate fairs to let new joiners know how they can do this while working at Deloitte.

Audit Christmas Challenge

In 2017, the Audit learning and CR teams collaborated on the inaugural Audit CR Innovation Challenge. This was a challenge set for the new intake of Audit trainees. Using newly acquired skills from their training, the trainees had to work in groups to come up with innovative fundraising ideas for five charities; Aidlink, Cheeverstown, DeafHear, LauraLynn, and Ronald McDonald House. These ideas were judged internally by a panel of managers and two ideas for each charity were shortlisted. The finalists then presented their ideas back to the charities. This type of work encourages engagement with the not for profit sector, using these key skills that they develop during their initial training.

Staff supported volunteering

A number of Deloitte staff made use of the Deloitte Volunteering Policy with supported annual leave for overseas and local volunteering. Staff were supported with half of their leave to volunteer with organisations such as SERVE (Philippines) and the Dublin & Kerry diocesan pilgrimage to Lourdes.

Pro bono work

Deloitte provides professional services on a pro bono basis to social enterprises. A particular approach is to support fledgling social enterprises in the first years of their existence. Examples to date include Change X, a platform for proven social innovations from across the world and also some high potential social entrepreneurs recognised as Ashoka Fellows.
Fundraising
The amounts raised through charitable fundraising reflect the long tradition of generous giving at Deloitte. We support a number of initiatives and charities during the year. This year saw support for the Irish Cancer Society on Daffodil Day and in the Movember Campaign, Pieta House as part of Mental Health Awareness Month, and Breast Cancer Ireland as part of Breast Cancer Awareness Month in support of their national fundraising initiatives. During Mental Health Awareness month, Movember and Breast Cancer Awareness Month, awareness sessions were provided to our people by experts in the field of cancer awareness and mental health. Gerry Fitzpatrick, CR Partner and Chairman of Deloitte Ireland, took part in a business leaders’ sleep out to raise awareness and funds for Focus Ireland as part of their Shine a Light campaign, raising over €21,300 for the cause.

As well as this, we take direction from our people as to what other organisations we support during the year, particularly if they are themselves fundraising for that organisation. This year, Gillian McMahon and Louise Keating took part in the Paris to Nice cycle to raise funds for ARC Cancer Support Services. They raised a total of €12,254 for the charity, with support in fundraising from Corporate Responsibility.

Our Christmas appeal for the Society of St. Vincent de Paul is a longstanding fundraising, with the aggregate amount now exceeding €256,217 from donations the past ten years.
Other support
Education
1. Centre for Talented Youth (CTY) Ireland
CTY Ireland was established in 1992 and provides enrichment courses for students aged 12 to 16 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 more than 15 years. The FY18 donation of €6,000 will continue to build upon our relationship with the centre by supporting disadvantaged students with scholarships for excellence in the business arena, particularly in the field of law. We facilitated a day in the offices to learn about Deloitte and our 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, a partner in our Tax department is the Chair of the CTY Ireland Academic Advisory Board.

2. The Deloitte Endowment Fund at DCU
From 2007-2009, Deloitte invested €275,000 in the Deloitte Endowment Fund at Dublin City University for the purposes of providing scholarships to students on its Access Programme.

Since that date, the Fund has provided €45,250 in financial support to 36 Access Programme undergraduates attending DCU. The mission of the Access Programme remains to increase access and progression to higher education for students from underrepresented groups at local, regional, national and international communities.

CBS James's Street Deloitte Scholarships
Deloitte has a long standing relationship with CBS James's Street School donating €5,000 each year to support three sixth year students to enter third level education. As well as this financial support, we also undertake mock interviews with the sixth year students each year to prepare them for interviews to enter the workforce, and third level education.

CBS James's Street School is a DEIS classified school and as such has been identified as at risk of disadvantage and social exclusion. The scholarship and additional support is in place to encourage students to make the transition to third level education when they finish their time at school.

Assisted Employment - Cheeverstown House
Cheeverstown is a voluntary organisation that provides residential, respite and day care services to 400 children and adults with intellectual disabilities. Their mission is to ensure that their users have full and meaningful lives through person-centered services. Deloitte provides part time employment in our Dublin office to two Cheeverstown users; Martin Meade and Joanne Mulligan. This is in conjunction with the Cheeverstown House Employment Support Services (CHESS). Martin is a great ambassador for Deloitte, and often takes part in IMPACT Day and many other Deloitte activities. Martin has been with Deloitte for eight years and Joanne has been working with us for the past year. As well as this employment initiative, we have an ongoing relationship with Cheeverstown, working with them on IMPACT Day, as well as fundraising for them during the course of the year.
Contributions
We support a number of other organisations by making a financial contribution. Some organisations that we have a long standing relationship with are as follows:

- **Business to Arts**
  Supporting creative partnerships between business, individuals and the arts - €7,000 per annum.

- **Hedge Funds Care**
  A global foundation supported by the generosity of Hedge Funds Care and Private Equity Cares, Help For Children provides grants to the most effective and efficient child abuse prevention and treatment interventions in seven countries, making the world a safer place for children - €5,000 per annum.

- **Irish Hospice Foundation**
  Striving to provide the best end of life care and ensuring equal access to palliative care and support to all - €6,000 per annum.

- **Matt Talbot Community Trust**
  A community education programme based in Ballyfermot, Matt Talbot aim to tackle social issues that can lead to criminal behaviour, by the provision of education and structured person centric support. The Matt Talbot Community Trust provides support for individuals in recovery from addiction and returning from prison - €5,000 for a three year commitment.

- **Palestrina Choir**
  Annual contributions to the choir’s Christmas Concert with funds also supporting the operation and running of the choir throughout the year. Originally founded in 1903 with one of their main aims to develop the classical voices of the choir boys. €3,000 per annum.

- **Paralympics Ireland**
  Our financial support helps the organisation in their mission of ‘Leading elite athletes with a disability to Paralympic Games success’ - €15,000 per annum.
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.

Deloitte’s Green Agenda programme, which launched in 2008, is our commitment to the environment and one of four key pillars of our Corporate Responsibility & Sustainability programme. Each year, we seek to enhance our Green Agenda by undertaking new initiatives to further embed sustainability into our operations. Our Green Agenda initiative promotes environmental awareness and sustainability across all levels at Deloitte and we work with our stakeholders including employees, suppliers, clients and the communities within which we operate to promote environmental sustainability.

Our certified Environmental Management System (EMS) underpins our commitment to environmental best practice. In November 2017, we successfully transitioned to the ISO14001:2015 standard.
Our 2020 sustainability objectives

In 2013 we undertook a benchmarking exercise and set eight ambitious sustainability objectives for achievement by 2020. We have made significant progress and already met several of our targets ahead of our FY20 goal.

### Our objective

<table>
<thead>
<tr>
<th>Objective</th>
<th>FY13 tCO2e per FTE</th>
<th>FY18 tCO2e per FTE</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce scope 1 &amp; 2 emissions by 10% per FTE</td>
<td>0.92</td>
<td>0.56</td>
<td>-39.11%</td>
</tr>
<tr>
<td>Reduce waste by 10% per FTE</td>
<td>0.012</td>
<td>0.005</td>
<td>-53.89%</td>
</tr>
<tr>
<td>Reduce water use by 5% per FTE where consumption available</td>
<td>0.0044</td>
<td>0.0053</td>
<td>18.42%</td>
</tr>
<tr>
<td>Reduce business travel by 10% per FTE</td>
<td>0.78</td>
<td>0.79</td>
<td>2.06%</td>
</tr>
<tr>
<td>Reduce paper consumption by 10% per FTE</td>
<td>0.15</td>
<td>0.13</td>
<td>-16.54%</td>
</tr>
</tbody>
</table>

**Reduce commuting footprint**
- Yuko Car Club
- Upgraded cycling facilities
- Tax Saver scheme
- Bike to Work scheme
- Smarter Travel Workplace

**Environmental sustainability embedded into procurement and supply chain**
- Life cycle perspective incorporated into our environmental management system
- Sustainable procurement policy currently being developed

**Engage stakeholders on biodiversity**
- Grow it Yourself (GIY) workshops throughout 2017 & 2018
- Presentation to Business in the Community biodiversity workshop
- Pollinator friendly planting and dedicated GIY planter on our top floor balcony
Impact Report FY18

Carbon footprint FY18
Every year we monitor the carbon footprint associated with our operations. These are: utilities i.e. electricity, gas, water; business travel i.e. flights, taxis, employee driving expenses (mileage/fuel); waste and paper procured.

<table>
<thead>
<tr>
<th>Scope</th>
<th>FY17 Absolute tCO2e</th>
<th>FY18 Absolute tCO2e</th>
<th>FY17 v FY18 Absolute tCO2e</th>
<th>FY17 tCO2e per FTE</th>
<th>FY18 tCO2e per FTE</th>
<th>FY17 v FY18 tCO2e per FTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scope 1</td>
<td>238</td>
<td>270</td>
<td>13.44%</td>
<td>0.115</td>
<td>0.123</td>
<td>6.90%</td>
</tr>
<tr>
<td>Scope 2</td>
<td>996</td>
<td>953</td>
<td>-4.28%</td>
<td>0.483</td>
<td>0.436</td>
<td>-9.80%</td>
</tr>
<tr>
<td>Scope 3</td>
<td>1641</td>
<td>2038</td>
<td>24.21%</td>
<td>0.796</td>
<td>0.932</td>
<td>17.05%</td>
</tr>
<tr>
<td>Total</td>
<td>2875</td>
<td>3262</td>
<td>13.45%</td>
<td>1.39</td>
<td>1.49</td>
<td>6.91%</td>
</tr>
</tbody>
</table>

Commuting
The Yuko Car Club was introduced at Deloitte in September 2017 to encourage sustainable commuting. This enables employees to book one of two Deloitte hybrid cars to travel to client sites from the office and leave their car at home, reducing the emissions associated with our services.

Employee Engagement
During April 2018 we hosted a number of environmental awareness activities including competitions and lunchtime talks on water conservation and climate change.

Our bi-monthly Green Agenda newsletter offers practical advice that we can all use to reduce our environmental impact in the office and at home. We will continue to engage our employees on key environmental issues through our newsletter and other awareness initiatives.

We continued to hold Grow-It-Yourself workshops for employees during FY18. These workshops explored a range of environmental topics including reducing food waste at home, food miles and the health benefits of growing your own food.
Biodiversity
We have a dedicated Green Agenda intranet site which includes a page for biodiversity. This page explains the role biodiversity plays in our everyday lives and keeps employees informed of upcoming biodiversity related events. All employees joining Deloitte are required to complete our environmental e-learning course. This course is designed to introduce Deloitte's significant environmental impacts, the measures we take to mitigate these and advice for employees on how to reduce their impacts. We are currently updating this course and the new version will include a section on biodiversity.

Low Carbon Pledge
Our CEO Brendan Jennings joined with the CEOs of some of Ireland’s top companies to launch The Leaders’ Group on Sustainability, a business coalition dedicated to addressing the most pressing sustainability priorities as well as future opportunities for Ireland.

One of the first actions announced by the Group is the Low Carbon Pledge. Under this pledge, Deloitte has committed to reduce our Scope 1 & 2 carbon intensity emissions by 50% by 2030. The first report is due to be published in spring 2019.

Recognition
Deloitte’s commitment to the environment was recognised externally in February 2018 when we were awarded the Green Professional Services Award 2018 at the Green Awards ceremony.

Key Contacts
• John Gray – CIO / Head of Operations
• Gemma Osaseyi – EHS Manager
• Eimear Dempsey – EHS Assistant
• Cristine Floresca - EHS Assistant
• Jeanette Champion – Cork Representative
• Wendy Howell – Cork Representative
• Ruth O’Neill – Limerick Representative
• Nolita McNamara – Galway Representative
CR governance

CR management and operation
Corporate Responsibility forms part of our business. Our CEO and Executive are responsible for embedding our purpose in everything that we do. Corporate Responsibility is a dedicated function in Deloitte under the leadership of Gerry Fitzpatrick, Partner who is supported by:

- Gerry Keating - Director
- Claire Bergin - CR Manager
- Daisy Grehan – CR Executive
- Claire Sinnott – CR Intern

Other key leaders include:
- Niall Walsh – Ethics and Independence Partner
- Cormac Hughes – HR/Talent Partner
- Orla Graham – Chief Human Resources Officer
- John Gray – Chief Information Officer
- Glenn Gillard – Public Voice on Quality

We have worked closely with Business in the Community Ireland in developing our Corporate Responsibility activities. We have also worked closely with other Deloitte offices worldwide to share many of our CR aspirations and challenges.

Business in the Community Ireland
Business in the Community Ireland (BITCI) is the network for responsible business. Founded in 2000 it is the only business network of its kind in Ireland. From providing bespoke advice to some of the most progressive multinational and indigenous companies to helping smaller enterprises navigate and understand CR, they are the trusted advisers on responsible business practices in Ireland.

We use the BITC network of like-minded companies to share CR best practices and to learn from one another. BITC also help us in our preparations for IMPACT Day by helping to source some of the projects for the volunteering day while managing the expectations with the charities we support.

Deloitte shares information on its community support on the Business in the Community Ireland Impact Map, see the map here. The map is a measure of corporate support for the community across the whole of Ireland.

Over the past year, there have been a few key events in our relationship with Business in the Community.

In February, Eimear Dempsey (Property & Facilities, Technology & Operations), presented on Deloitte’s biodiversity programme to the Biodiversity Learning Network.

Deloitte hosted BITCI’s Q2 Business Insights meeting on the theme of aligning your business with the Sustainable Development Goals. Claire Bergin presented on the SDGs as part of Deloitte’s sustainability strategy.

Global
We work with the Deloitte Global Corporate Responsibility & Sustainability (CR&S) team to ensure consistency of approach to the way we conduct our responsible business. Deloitte Ireland’s CR Strategy and focus on certain causes is aligned to that of Deloitte globally. Our main areas of focus are education, skills building and access to opportunity. Claire Bergin took a remote part-time secondment role with the Global CR&S Team to help deliver the content and structure for the regional CR&S Annual Network meetings.

Final words
Finally, we seek to make CR as inclusive a process as possible. We do this by inviting participation in organising and delivering events such as IMPACT Day and by welcoming ideas and suggestions and working collaboratively across all the pillars. We do this in the knowledge that, by involving as many people as possible, we will be best able to maximise our contribution to society, the environment, our people and our clients.
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 the largest global professional services and consulting network, with approximately 263,900 professionals in more than 150 countries, we bring world-class capabilities and high-quality services to our clients. In Ireland, Deloitte has nearly 3,000 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.

Deloitte Ireland LLP accepts no liability for any loss occasioned to any person acting or refraining from action as a result of any material in this publication. Deloitte Ireland LLP is a limited liability partnership registered in Northern Ireland with registered number NC1499 and its registered office at 19 Bedford Street, Belfast BT2 7EJ, Northern Ireland.

Deloitte Ireland LLP is the Ireland affiliate of Deloitte NWE LLP, a member firm of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee ("DTTL"). DTTL and each of its member firms are legally separate and independent entities. DTTL and Deloitte NWE LLP do not provide services to clients. Please see www.deloitte.com/about to learn more about our global network of member firms.

© 2018 Deloitte Ireland LLP. All rights reserved.